Guide to Nongovernmental Organizations for the Military

A primer for the military about private, voluntary, and nongovernmental organizations operating in humanitarian emergencies globally

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About CDHAM: Advancing medicine in humanitarian and disaster relief

The vision: *To contribute to national security by achieving regional and global stability through health care diplomacy.*

The U.S. military has a long history of responding to disasters and participating in humanitarian assistance missions. Until recently, however, these missions were considered less important than traditional combat and combat support missions. Events in the 21st century have made it clear that our national security depends on stability around the globe.

This was emphasized in recent Department of Defense (DOD) guidance establishing stability sperations, including humanitarian assistance and disaster response (HA/DR), as missions with a priority equal to combat operations.

The mission: *To provide support to Department of Defense agencies, through education & training, consultation, direct support and scholarly activities, regarding the role of health care in response to disasters and humanitarian assistance missions.*

The Center for Disaster and Humanitarian Assistance Medicine (CDHAM) was formally established at the Uniformed Services University of the Health Sciences (USUHS) by the Defense Appropriations Act of 1999. Organized within the Department of Military and Emergency Medicine at USUHS, CDHAM is postured as the Defense Department's focal point for academic aspects of medical stability operations.

The successful delivery of aid depends on a coordinated effort between the host nation, United Nations agencies, other governmental organizations, and many NGOs. With respect to HA/DR missions, the DOD will function in a supporting role to other agencies, such as the Department of State and the U.S. Agency for International Development. Effectiveness requires achieving synergy by optimizing each participant's relative strengths. Although the primary target audience for this *Guide to Nongovernmental Organizations for the Military*, 2nd edition is the Department of Defense, it is intended to be a practical source of information about many NGOs for the entire humanitarian assistance community. It is hoped that it will also serve as a bridge to better understanding and cooperation.

I would like to recognize Dr. Lynn Lawry for her efforts revising this guide as an author and the senior editor. Without her expertise and dedication, it would not be the quality product it is. It is also appropriate to recognize the work done by Mr. Grey Frandsen as author of the initial guide.

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About the International Health Division OASD(HA)-IHD

The International Health Division (IHD) is supported dedicated to the appropriate application of health development methodologies toward greater ends.[1] In developing partnerships, IHD brings expertise and resources to operators on the ground around the globe. IHD brings together DOD partners with other U.S. government agencies, nongovernmental agencies, international organizations, and other governments to support the development of health services capabilities abroad. The goal of these activities is to promote stability and security for people in areas with little or no governmental capability, to assist foreign governments with disaster response, and to transition communities and nations away from threatening circumstances to those with more promise for the future. DOD brings dedicated professionals, heavy lift and logistics, organizational skills, and an unparalleled ability to work in dangerous, remote, devastated, and hostile areas.

1 See International Health, http://fhp.osd.mil/intlhealth (accessed November 10, 2009).

Introduction

This book is about nongovernmental organizations (NGOs), often referred to as private voluntary organizations (PVOs), nonprofits, charities, and (humanitarian) aid organizations. Its aim is to orient the military with NGOs: their operations, strengths, limitations, budgets, practices, and other characteristics that make them unique actors in a large and dynamic humanitarian community.

Every NGO is unique: no two have exactly the same objectives, missions, operating procedures, or capacities. To provide a cohesive body of information, generalizations are often made and detail may be sacrificed. This book has been produced specifically for uniformed services personnel, but it may prove useful to others in understanding some of the military-specific issues in foreign aid.

The annexes in this book play an important part in constructing an understanding of NGOs and the NGO community. Designed as a quick reference, annex 2 is a compilation of the most informative websites highlighted in different sections of the book. Annex 1 covers the basics for NGOs commonly found in humanitarian emergencies around the world and ones the military are likely to encounter. In addition, a more comprehensive and searchable database of NGOs can be found at www.global-health.org.

This publication was initially written in the spring and summer of 2002 by Grey Frandsen, at the time a project officer for CDHAM and a graduate student at the Johns Hopkins University School for Advanced International Studies (SAIS). Mr. Frandsen served as special assistant to Ambassador Carlos Pascual, who headed the Office of the Coordinator for Reconstruction and Stabilization (S/CRS) at the State Department, and S/CRS advisor on NGO-military relations.

Using the original text as a guide, the book was rewritten and updated in 2009. Many people contributed to this effort and are designated as authors in the chapter they wrote or edited. Additional editorial help came from Jennifer Espititu MD, MPH (UNC-Chapel Hill), Warner Anderson (IHD), Charlie Beadling, and Kevin Riley (CDHAM). The extensive NGO list in annex 1 was researched and written by Kristen Saenger and Helen Barnhardt, both first-year medical students at Uniform Services University of the Health Sciences, with the help of Gregg Nakano (CDHAM). We are grateful to everyone who helped in this revision.

This publication was funded and published by the Center for Disaster and Humanitarian Assistance Medicine, but does not express the opinion, findings, or position of CDHAM, the Uniformed Services University system, or the U.S. Department of Defense.

For feedback, suggestions, or additions, contact Dr. Lynn Lawry at llawry@cdham.org.

Acronyms and Abbreviations[2]

ACF	Action Contre la Faim (Action Against Hunger)
ADRA	Adventist Development and Relief Agency
AFCENT	Allied Forces Central Europe
AFDRU	Austrian Forces Disaster Relief Unit
AOR	area of responsibility
ARC	American Refugee Committee
ASD	Assistant Secretary of Defense
BHR	Bureau for Humanitarian Assistance
CAP	consolidated appeal process
CARE	Cooperative for Assistance and Relief Everywhere, Inc
CBO	community-based organization
CCF	China's Children Fund
CCP	comprehensive campaign plan
CDC	U.S. Centers for Disease Control and Prevention
CE-DAT	complex-emergency database
CHART	Combined Humanitarian Assistance Response Training
CHW	community health worker
CHW	local community health worker
CIDA	Canadian International Development Agency
CIDI	Center for International Disaster Information
CMO	civil-military operations
CMOC	civil-military operations center
CMPT	Consequence management planning team
CMR	crude mortality rate
COM	chief of mission
COOPI	Cooperazione Internazionale
COTS	commercial off-the-shelf (technology)
CRS	Catholic Relief Services
CTS	commodity tracking system
CWS	Church World Service
DAC	Development Assistance Committee
DALIS	Disaster Assistance Logistics Information System
DART	Disaster Assistance Response Team, of OFDA
DASD	Deputy Assistant Secretary of Defense
DCHA	USAID Bureau for Democracy, Conflict, and Humanitarian Assistance
DFID	Department for International Development (UK)
DHA	UN Department of Humanitarian Affairs (Office for the Coordination of Humanitarian Affairs effective January 1, 1998)

2 Not all of these terms are used in this manual. Many are general humanitarian community terms that are useful to know while studying or working in any of the fields related to humanitarian assistance.

DLA	Defense Logistics Agency
DODD	U.S. Department of Defense directive
DOD	U.S. Department of Defense
DPT	diphtheria, pertussis, tetanus vaccine
DRC	Danish Refugee Council
DRI	Direct Relief International
DP	displaced population
ECHA	Executive Committee for Humanitarian Affairs
ECHO	European Commission Humanitarian Office
FAA	Foreign Assistance Act
FAM	food aid management
FFP	USAID BHR Food for Peace program
FHA	foreign humanitarian assistance
FOG	*Foreign Operations Guide*
GSM	Global System for Mobile communications
GTZ	Gesellschaft für Technische Zusammenarbeit (Germany)
HA	spectrum of humanitarian assistance provided by any organization
HA/SOLIC	humanitarian assistance/special operations, low intensity conflict
HACC	humanitarian assistance coordination center
HA/DR	humanitarian assistance/disaster relief
HAO	humanitarian assistance operation
HAST	humanitarian assistance survey team
HCA	humanitarian and civic assistance
HEA	household economy approach
HHS	U.S. Department of Health and Human Services
HOC	humanitarian operations center
HRO	humanitarian relief organizations
HRW	Human Rights Watch
IAEA	International Atomic Energy Agency
IASC	UN Inter-Agency Standing Committee
ICDO	International Civil Defense Organization
ICRC	International Committee of the Red Cross
ICVA	International Council of Voluntary Agencies
IDHA	International Diploma in Humanitarian Assistance
IDP	internally displaced person/population
IDRA	international disaster relief assistance
IFRC	International Federation of Red Cross and Red Crescent Societies
IGOs	international or intergovernmental organizations
IMC	International Medical Corps
IMF	International Monetary Fund
INSARAG	International Search and Rescue Advisory Group
IO	intergovernmental organization or international organization (noted in text)

IOM	International Organization for Migration
IQC	indefinite quantity contract
IRC	International Rescue Committee
IRIN	Integrated Regional Information Network
IRT	international relief teams
IWG	interagency working group
JFC	joint force commander
JLOC	joint logistics operations center
JTF-CM	joint task force-consequence management
KAP	knowledge, attitudes, and practice
LEMA	local emergency management authority
LNO	liaison officer
LOC	logistics operations center
LWR	Lutheran World Relief
MCDA	military civil defense assets
MCDU	Military Civil Defense Unit of OCHA
MCI	Mercy Corps International
MDM	Medicins du Monde (Doctors of the World)
MOOTW	military operations other than war
MOU	memorandum of understanding
MPDL	Movement for Peace, Disarmament and Freedom
MSF	Medicins sans Frontieres (Doctors without Borders)
NATO	North American Treaty Organization
NERS	national emergency relief services
NGO	nongovernmental organization
NRC	Norwegian Refugee Council
OASD	Office of the Assistant Secretary of Defense
OCHA	UN Office for the Coordination of Humanitarian Affairs
OFAC	Office of Foreign Assets Control
OFDA	USAID BHR Office of U.S. Foreign Disaster Assistance
OSOCC	on-site operations coordination center
PAHO	Pan American Health Organization
PDD	Presidential Decision Directive
PHR	Physicians for Human Rights
PK/HA	Peacekeeping/Humanitarian Assistance
PRM	Bureau of Population, Refugees, and Migration (U.S. Department of State)
PVO	private voluntary organizations
RCB	Relief Coordination Branch
RI	Relief International or Refugees International (noted in text)
SAR	search and rescue
SCF	Save the Children Fund
SCHR	Steering Committee for Humanitarian Response

SecDef	Secretary of Defense
SHAPE	Supreme Headquarters Allied Powers Europe
SMART	standardized monitoring and assessment of relief and transition
SO/LIC	special operations, low-intensity conflict
SOP	standing operating procedures
SSTRO	stability, security, transition, and reconstruction operations
TBA	traditional birth attendant
UMCOR	United Methodist Committee on Relief
UN	United Nations
UN-CMCoord	UN Humanitarian Civil-Military Coordination
UNDAC	UN Disaster Assessment and Coordination Standby Team
UNDP	UN Development Program
UNDRO	Office of the United Nations Disaster Relief Coordinator (now DHA)
UNEP	UN Environmental Program
UNFPA	UN Family Planning Agency
UNHCR	Office of the UN High Commissioner for Refugees
UNICEF	UN Children's Fund
UNOCHA	see OCHA
UNOPS	UN Office of Project Services
USAID	U.S. Agency for International Development
USD	U.S. dollar
USG	U.S. government
USTRANSCOM	U.S. Transportation Command
VHW	village health worker
VITA	Volunteers in Technical Assistance
VOICE	Voluntary Organizations in Cooperation in Emergencies
WFP	World Food Program
WHO	World Health Organization
WSH	water sanitation and hygiene
WVI	World Vision International

Part 1.
NGO Structures and Themes

Chapter 1.

Policies and Definitions Related to Aid, Relief, and Development

Cecili Sessions MD, MPH and Lynn Lawry MD, MSPH, MSc

Recent changes in U.S. Department of Defense (DOD) policy have transformed the military medical tradition of health-care assistance around the world into a core U.S. military mission. This chapter summarizes current U.S. government (USG) and DOD guidance, international guidelines, and key definitions to facilitate the understanding required for "a carefully coordinated deployment of military and civilian, public and private, U.S. and international assets.... in support of a broader U.S. Government effort to advance U.S. interests by assisting an existing government with internal challenges or helping establish a new social, economic, and political domestic order in the short-term, and in the longer term, by establishing conditions for a sustainable peace."[3]

That is, these policies guide and direct the DOD in foreign aid and disasters.

DOD Guidance

DOD Directive 3000.05, *Military Support for Stability, Security, Transition, and Reconstruction Operations* (20051128), addresses the DOD role in support of reconstruction and stabilization as a core U.S. military mission, with a priority comparable to combat operations; encourages integrated civilian and military efforts and close work with interagency and foreign partners, international organizations, and the private sector.[4] It provides the following definitions:

- *Stability operations* are military and civilian activities conducted to establish or maintain order in foreign states and regions and to advance U.S. interests and values. Immediate goals include providing security, restoring essential services, and meeting humanitarian needs. Long-term goals focus on capacity-building to promote a stable and legitimate state with democratic institutions and a market economy capable of meeting its citizens' basic needs (that is, water, food, sanitation, public health, and medical care).
- *Military support to stability, security, transition, and reconstruction operations* (SSTRO) includes DOD activities that support U.S. government plans for stabilization, security, reconstruction, and transition operations that lead to sustainable peace while advancing U.S. interests. Although tasks may be best performed by U.S. or foreign civilian professionals, DOD is instructed to be prepared to perform all tasks necessary to establish or maintain order when the civilian community cannot do so.[5]

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3 U.S. Department of Defense, *Military Support to Stabilization, Security, Transition, and Reconstruction Operations Joint Operating Concept*, Version 2.0, December 2006, www.dtic.mil/futurejointwarfare/concepts/sstro_joc_v20.doc (accessed November 12, 2009), p. i.

4 U.S. Department of Defense, "Directive 3000.05: Military Support for Stability, Security, Transition, and Reconstruction (SSTR) Operations," November 28, 2005, www.dtic.mil/doctrine/training/sstr.pdf (accessed November 12, 2009). See also U.S. Department of Defense, "Instruction: Stability Operations," September 16, 2009, www.dtic.mil/whs/directives/corres/pdf/300005p.pdf (accessed May 29, 2009).

5 U.S. Department of Defense, "Directive 3000.05," p. 2

- *Medical requirements* are to ensure that DOD medical personnel and capabilities are prepared to meet military and civilian health requirements in any stability operation.[6] In addition to conventional responsibilities of peacetime and operational medicine, the twenty-first century paradigm of the Military Health System includes the following strategic elements of medical stability operations (in order of increasing complexity): medical security cooperation, Mil-Mil medical capacity-building, medical support to international humanitarian assistance/ disaster relief, health sector stabilization, and health sector reconstruction.
- *International or intergovernmental organizations* (IGOs) are global or regional organizations representing alliances between two or more national governments for political, strategic, economic, social, or humanitarian objectives; examples include the United Nations (UN), the World Health Organization (WHO), the North Atlantic Treaty Organization (NATO), and the African Union.
- The *private sector* includes individuals and for-profit corporations, especially those involved as financial donors or providers of humanitarian assistance.

Publication JP 3-08, *Interagency, Intergovernmental Organization, and Nongovernmental Organization Coordination during Joint Operations, volumes I and II* (20060317), describes the operating environments, core competencies and organizational structures of various civilian organizations to facilitate interagency partnerships.[7] This document provides comprehensive insight into the NGO community, including the following working definitions:

- *Interagency partnerships* are those involving multiple U.S. federal government agencies and public and private organizations. The National Security Act of 1947 (NSA 47) defines DOD participation in the interagency process.
- *Nongovernmental organizations* (NGOs) are independent, nonprofit, private organizations with humanitarian goals, which may be local, national, or transnational and have formal or unstructured management. A broader USAID definition also includes private or nonprofit entities that are not affiliated with local or national government and receive USAID funding, such as foundations, firms, academic institutions, and cooperative development organizations.
- *Private voluntary organizations* (PVO) are included in the NGO category, but DOD working with these organizations should recognize that this combination is not necessarily widely accepted across the U.S. government or even by the organizations. The USAID definition describes a nonprofit, tax-exempt organization that relies on voluntary contributions of funds or staffing from the general public, and is involved in international development activities.

The Department of the Treasury's Office of Foreign Assets Control (OFAC) maintains a list of entities subject to economic sanctions programs. Legal counsel must verify that a particular organization is not on the list OFAC maintains, because personnel are prohibited from dealing with such entities.

6 U.S. Department of Defense, "Instruction: Stability Operations," p. 10.

7 See Joint Chiefs of Staff, *Interagency, Intergovernmental Organization, and Nongovernmental Organization During Joint Operations*, vol. 1, JP3-08 (Washington, DC: Joint Chiefs of Staff, 2006), www.dtic.mil/doctrine/jel/new_pubs/jp3_08v1.pdf (accessed May 29, 2009).

The U.S. Agency for International Development (USAID) is an autonomous federal agency under policy direction of the secretary of state, shapes foreign policy through administration of U.S. foreign economic assistance, and serves as the lead for interagency foreign disaster assistance. Presidential authority for emergency relief and long-term humanitarian assistance is coordinated through the USAID Office of U.S. Foreign Disaster Assistance (OFDA) in response to disasters declared by the chief of mission (COM), that is, the U.S. ambassador. Overseas assets include missions, offices, and regional organizations, in addition to the deployable disaster assistance response team (DART)—specialists with disaster relief skills rapidly deployed to assist U.S. embassy management of USG response to foreign disasters. **DODD 5100.46**, *Foreign Disaster Relief*, describes the relationship between DOD and USAID.

Publication JP 3-29, *Foreign Humanitarian Assistance* (20090317), outlines joint doctrine for foreign humanitarian assistance (FHA) operations by DOD and "provides the doctrinal basis for interagency coordination and for U.S. military involvement in multinational operations."[8] The chapter on NGOs mentions organizations that can facilitate coordination, including the American Council for Voluntary International Action (InterAction), a coalition of 165 U.S.-based NGOs, and the UN Office for the Coordination of Humanitarian Affairs (OCHA). The following guidance is also provided for DOD interactions with NGOs: clearly articulate the role of the military to the NGOs. Be aware that not all NGOs appreciate military assistance or intervention, and some have charters that prohibit collaboration with armed forces. Consider the use of a third-party liaison, such as USAID—the lead federal agent for government FHA—and review recorded lessons learned. The section titled Key Non-U.S. Government Participants and Organizations describes the terms:

- *Host nations* are those receiving assistance coordinated by the U.S. embassy and granting permission for FHA by U.S. forces through formal or informal agreements.
- The *United Nations* is an intergovernmental organization focused on maintaining international peace and security, developing friendly international relations and harmonious actions, and promoting cooperation to solve international problems and preserve human rights and freedoms.
- *Private contractors* are for-profit, independent actors that the local population often considers representatives of the U.S. government despite being employed by a wide range of customers to provide security, technical, and logistical expertise.[9]

Moreover, the previous edition of JP 3-29 was published 20010815—before the start of the global war on terror—and the following terms represent what it terms a substantial transition.

- *Developmental assistance* missions establish or maintain secure conditions for the delivery of FHA by relief organizations, including storage and transportation of relief materials, providing armed escorts for convoys or personnel, and protecting shelters for dislocated civilians.10

8 See Joint Chiefs of Staff, *Foreign Humanitarian Assistance*, JP 3-29 (Washington, DC: Joint Chiefs of Staff, 2009), www.dtic.mil/doctrine/jel/new_pubs/jp3_29.pdf (accessed May 29, 2009).
9 Joint Chiefs of Staff, *Foreign Humanitarian Assistance*, p. xvii
10 Ibid., p. 1–7.

- *Security assistance* is a group of programs in support of U.S. policies and objectives that provides materiel, training, or services to foreign nations in exchange for grant, credit, or currency.[11]
- *Peace operations* encompass multilateral crisis response and contingency operations designed to contain conflict, shape an environment supportive of reconciliation and rebuilding, and facilitate the transition to a legitimate state; include peacekeeping, peace enforcement, peacemaking, peace building, and conflict prevention, and are further described in JP 3-07.3, *Peace Operations*.[12]
- *Civil-military operations centers* (CMOCs) are physical or virtual meeting places of stakeholders that serve "as the primary collaboration interface for the joint force among indigenous populations and institutions (IPI), IGOs, NGOs, multinational military forces, the private sector, and [other government agencies] OGAs" and are further described in JP 3-57, *Civil-Military Operations*.[13]

USG Guidance

Publication NSPD-44, *Management of Interagency Efforts Concerning Reconstruction and Stabilization* (20051207), concerns foreign states and regions at risk of, involved in, or recovering from armed conflict or civil strife, and instructs the secretary of state to integrate U.S. government efforts to engage in transition and reconstruction activities, and to harmonize such efforts with U.S. military security and stability operations.[14] The directive emphasizes interagency, civil-military coordination by mandating not only integration of contingency plans by the secretaries of the Department of State and the Department of Defense, but also development of a framework for coordination of stability operations and reconstruction activities.

Publication HSPD-21, *Public Health and Medical Preparedness* (20071018), introduces a national strategy to "transform our national approach to protecting the health of the American people against all disasters" and directs the establishment of a National Center for Disaster Medicine and Public Health at the Uniformed Services University of the Health Sciences (USUHS) as an academic center of excellence on subjects including international health, international disaster and humanitarian medical assistance, and military medicine, with joint missions carried out by DOD and the Department of Health and Human Services (HHS).[15]

International Declarations and Guidelines

The following summaries of international guidelines pertain to the roles and responsibilities of NGOs and international civil-military cooperation.

11 Ibid., p. I-9.
12 Ibid., p. I-10.
13 Ibid., p. II-21.
14 See Office of the Press Secretary, National Security Presidential Directive 44 (Washington, DC: The White House, December 7, 2005), www.fas.org/irp/offdocs/nspd/nspd-44.pdf (accessed May 29, 2009).
15 See Office of the Press Secretary, Homeland Security Presidential Directive 21 (Washington, DC: The White House, October 18, 2007), www.fas.org/irp/offdocs/nspd/hspd-21.htm (accessed May 29, 2009).

The **Paris Declaration on Aid Effectiveness** (2005) is a UN declaration that supports "partner country efforts to strengthen governance and improve development performance" by aligning donor commitments with priorities established by the nation receiving assistance (partner country) and setting targets for 2010 aligned with twelve indicators based on the partnership commitments.[16]

- Signatories reaffirm pledges to strengthen national development strategies, build capacity, enhance accountability to citizenry to maximize combined effectiveness, and define measures and standards of performance and accountability.
- The declaration acknowledges and addresses the following challenges: failure to provide predictable or multiyear commitments, inadequate delegation of authority to field staff, inadequate integration of national agendas and global programs, and corruption and lack of transparency.
- In the spirit of mutual accountability, *partnership commitments* include several indicators of progress to be tailored to specific situations, including fragile states, measured nationally and monitored internationally:
  - *ownership* or effective partner country leadership in operational development strategies;
  - *alignment* of more predictable, untied aid flow with partners' strategies, using partner country procurement and financial systems, and strengthening capacity;
  - harmonization through common procedures and shared analysis;
  - *managing for results* or outcomes, rather than outputs; and
  - *mutual accountability* of donors and partners for development results.

The OCHA **Oslo Guidelines** (2007), titled *The Use of Foreign Military and Civil Defence Assets in Disaster Relief*, "establish the basic framework for formalizing and improving the effectiveness and efficiency of the use of foreign military and civil defense assets in international disaster relief operations" and define the following key terms.[17]

- The UN seeks to provide assistance guided by the basic humanitarian principles of humanity, neutrality, and impartiality, and "with full respect for the sovereignty of States."[18]
  - *Humanity*. Human suffering must be addressed wherever it is found, with particular attention to the most vulnerable in the population, such as children, women, and the elderly. The dignity and rights of all victims must be respected and protected.[19]
  - *Neutrality*.[20] Humanitarian assistance must be provided without engaging in hostilities or taking sides in political, religious, or ideological controversies.

16 See Managing for Development Results, "Paris Declaration on Aid Effectiveness," in *Sourcebook on Emerging Good Practice in Managing for Development Results* (OECD and The World Bank, 2006), pp. v–xvi, www.mfdr.org/sourcebook/1stEdition/2-1Paris.pdf (accessed October 15, 2009).

17 See UN Office for the Coordination of Humanitarian Affairs, *Guidelines on the Use of Foreign Military and Civil Defence Assets in Disaster Relief* ("Oslo Guidelines"), November 2007, p. 4, www.unhcr.org/refworld/docid/47da87822.html (accessed October 15, 2009).

18 Ibid., p. 8.

19 "Oslo Guidelines," p. 8.

20 Neutrality is difficult for many NGOs and some have taken this out of their guiding principles. In any disaster, putting programs on one side of the line or the other makes the other side perceive they are not neutral when in fact the reason for doing so may have been safety or access.

- *Impartiality*. Humanitarian assistance must be provided without discriminating as to ethnic origin, gender, nationality, political opinions, race or religion. Relief of the suffering must be guided solely by needs and priority must be given to the most urgent cases.[21]
- *Humanitarian assistance*. Humanitarian aid must be delivered to a crisis-affected population for the primary purpose of saving lives and alleviating suffering, and provided in accordance with the basic humanitarian principles. Categories of aid include *direct assistance* (on-site distribution of goods and services), *indirect assistance* (transportation of relief goods or personnel), and *infrastructure support* (less directly of benefit to or visible by those affected).[22]

- *International disaster relief assistance* (IDRA) includes materiel, personnel, and services provided to a partner country by the international community and facilitation of such actions by neighboring states. IDRA is considered humanitarian assistance if it conforms to humanitarian principles.
- *Military and civil defense assets* (MCDA) are personnel, equipment, supplies, and services provided by foreign military or civil defense organizations in support of IDRA, and viewed as a tool of last resort complementing existing relief mechanisms to provide specific support to specific requirements, in response to the acknowledged humanitarian gap. MCDA can be mobilized and deployed as part of a bilateral or regional alliance, or as part of a UN operation. Affected states must request or consent to such assistance as part of an appeal for international assistance, and MCDA should be provided at no cost. The MCDA states that any personnel on disaster relief missions will be unarmed and in uniform and that security will be provided by the affected state. Unarmed UN MCDA, accepted as neutral and impartial, and clearly distinguished from other military units, can be used to support the full range of humanitarian activities, if requested by the humanitarian coordinator or resident coordinator and maintained under civilian control.[23]
- The Civil-Military Coordination section (UN-CMCoord) of OCHA is responsible for mobilizing UN MCDA and fostering civil-military coordination in an emergency. Parameters for the use of resources by MCDA and modus operandi are to be established before deployment, in accordance with international law, and in consultation with the affected state and UN-CMCoord.

The ***InterAction Standards*** (2007) for PVOs govern the activities of a coalition of international NGOs with American chapters or exclusively U.S.-based humanitarian organizations, formally known as the American Council for International Action.[24] The standards emphasize human dignity, social justice, public awareness, ethics, respect for diversity, and a sense of professionalism, and InterAction member organizations review them annually to recertify compliance. Specific sections cover governance,

21 "Oslo Guidelines," p. 8.
22 Ibid., p. 3.
23 Ibid., p. 11.
24 See Interaction, "PVO Standards," www.interaction.org/sites/default/files/1/PRESENTATION/PVO_Standards.pdf (accessed May 30, 2009); see also Interaction: A United Voice for Global Change, www.interaction.org (accessed May 30, 2009).

organizational integrity, finances, communications, and management of human resources, programs, public policy, implementation, and administrative guidelines.

Civil-Military Guidelines and Reference for Complex Emergencies (2008) is the first collection of core humanitarian instruments developed by the UN and the Inter-Agency Standing Committee (IASC) regarding civil-military relationships in complex emergencies with the aim of assisting professionals in reflecting "humanitarian concerns at the *strategic, operational, and tactical* levels."[25] The document answers questions about peace operations, provides operational guidelines for peacekeepers, and defines key military terms, abbreviations, and acronyms for a UN audience to facilitate civil-military coordination in UN operations. It also references the two documents described below:

- ***IASC Guiding and Operating Principles on Civil-Military Relationship and Use of Military Assets*** (1995) codifies common positions across a wide range of international humanitarian actors. IASC guiding principles emphasize increased attention to the perception of neutrality and impartiality when military assets are used in humanitarian assistance, and the potential risk of political considerations being reflected, rather than humanitarian principles. Operating principles are summarized by the statement, "a humanitarian operation using military assets must retain its civilian nature and character."[26]
- The ***Code of Conduct*** (1994) of the International Red Cross and Red Crescent Movement is presented in annex 4 of this guide.[27] It stipulates that members of international civil society are expected to adhere to its 10 core principles relating to humanity, impartiality, neutrality, nondiscrimination, sovereignty, cultural sensitivity, community involvement, capacity-building, sustainability, and accountability in providing foreign humanitarian assistance.

Defining Emergencies

NGOs work in and respond to *humanitarian emergencies*. This is a generic term covering situations from natural disasters to man-made conditions that negatively affect human populations. To prevent confusion, the UN Inter-Agency Standing Committee delineates the differences between emergencies and disasters:[28]

- An *emergency* is "an extraordinary situation in which people are unable to meet their basic survival needs, or there are serious and immediate threats to human life and well-being." Events and processes that can cause disasters do not always do so, and disasters do not always result in emergencies. Thus droughts or outbreaks of migratory pests may or may not

25 See IASC and OCHA, *Civil-Military Guidelines and Reference for Complex Emergencies* (New York: Inter-Agency Standing Committee and UN Office for the Coordination of Humanitarian Affairs, 2008), p. iv, www.reliefweb.int/rw/lib.nsf/db900sid/ASIN-7CHT7T/$file/Full_Report.pdf (accessed May 30, 2009); http://ocha.unog.ch/drptoolkit/PNormativeGuidanceSpecificIssues.html (accessed May 30, 2009); see also Inter-Agency Standing Committee, www.humanitarianinfo.org/iasc (accessed May 30, 2009).

26 *Civil-Military Guidelines and Reference for Complex Emergencies*, p. 7.

27 See ICRC/International Federation, "The Code of Conduct" (Geneva: ICRC, 1994), www.icrc.org/web/eng/siteeng0.nsf/htmlall/code-of-conduct-290296 (accessed May 30, 2009).

28 See Inter-Agency Standing Committee, www.humanitarianinfo.org/iasc (accessed May 30, 2009).

result in widespread crop failure, a disaster that may or may not have consequences grave and immediate enough to warrant the declaration of an emergency.[29]

- A *disaster* is "the occurrence of a sudden or major misfortune [that] disrupts the basic fabric and normal functioning of a society (or a community). An event or a series of events [that] give rise to casualties and/or damage or loss of property, infrastructure, essential services or means of livelihood on a scale [that] is beyond the normal capacity of the affected communities to cope with unaided."[30]
- *Natural disasters* come in many forms and have many effects on populations. Floods, droughts, earthquakes, landslides, tornadoes, and hurricanes are all types of natural disasters that affect populations. NGOs respond to the needs of communities affected by natural disasters and often tie longer-term development programs into relief activities. Natural disasters can be devastating to a country or region in a variety of ways, including the destruction of infrastructure, health systems, water and sanitation systems, local economics, crops, and the onset of high disease and mortality rates. Depending on the type and size of natural disaster, the effects on a population are highly variable.

Although both categories will be described as humanitarian emergencies in this guide**,** the differences between them are important to remember.

Humanitarian Crises

Any form of humanitarian emergency can further deteriorate into a type of humanitarian crisis increasingly encountered in the current operational environment.

Complex humanitarian emergencies (CHE) stem from multiple causes and have variable effects on populations. The UN describes "a humanitarian crisis in a country, region or society where there is a total or considerable breakdown of authority resulting from internal or external conflict and which requires an international response that goes beyond the mandate or capacity of any single agency and/or the ongoing UN country program."[31] The term *CHE* Natsios, former director of OFDA and now administrator for USAID, highlights five characteristics of a humanitarian emergency:

- Civil conflict is rooted in traditional ethnic, tribal and religious animosities and accompanied by widespread atrocities.
- National governmental authority deteriorates to a point where public services disappear. Political control is passed to warlords, provincial governors over whom the central government has lost control, and occasionally traditional local leaders.
- Mass population movements occur as a result of the desire or need to escape civil and political conflict and the necessity for food and water.
- A disturbed or destroyed economy suffers from hyperinflation and destruction (or complete devaluation) of currency, the gross national product sees large declines, unemployment reaches depression levels, and markets collapse completely.

29 UN Food and Agricultural Organization, *FAO's Emergency Activities: Technical Handbook Series* (Rome: UNFAO, 2002), www.fao.org/DOCREP/003/X6868E/x6868e00.htm#e (accessed November 12, 2009).
30 Ibid.
31 Ibid.

- Food security declines, possibly as a result or exacerbation of drought, which quickly leads to severe malnutrition that may in turn quickly lead to mass starvation.[32]

A CHE is an extreme disruption of governance, with more lethal, destructive, and insidious effects than any other form of conflict because an entire society or region is traumatized. The greatest losses of life (70 to 90 percent) in humanitarian emergencies occur following an emergency or disaster—rather than directly due to the disaster (be it man-made or natural). These so-called *indirect deaths* are attributable to the breakdown of health and social services, health information (surveillance systems), mass displacement, overcrowding or poor temporary living conditions, and the loss of livelihoods, all characteristic of CHEs.[33]

Maynard points to *identity conflicts* as a new and unpredictable root of humanitarian emergency that may grow out of the denial of rights, economic disparity, elite manipulation, historical vendettas, or growth in social chaos. This form, she argues, includes not only political identities and struggles with emerging or retreating regimes, conditions or changes, but also the "full spectrum of societal interaction."[34] A quest to form identities often spurs entire societies to become involved in disparate acts or violent activities. Within the current operational environment, NGOs respond to complex humanitarian emergencies on a regular basis, often dealing with large-scale effects of the emergency that include massive population movements, food production and distribution problems, disease, lack of water, injuries and large death tolls caused by any or each of these symptoms. As a result, 50 to 90 percent of those suffering the consequences of these disasters are civilians. Particularly vulnerable populations include children, women, the elderly, and the disabled.[35]

In 2008, OCHA listed complex humanitarian emergencies of various forms in more than 25 countries and regions.[36] From Afghanistan's political collapse and major conflict to Central Africa's recent genocides and continuing civil wars, most are experiencing massive levels of displacement and increased rates of mortality, violence, malnutrition, and disease. Table 1.1 provides an alphabetical listing of countries the UN defines as complex emergencies in 2009.

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32 Andrew Natsios, *U.S. Foreign Policy and the Four Horsemen of the Apocalypse: Humanitarian Relief in Complex Emergencies* (Westport, CT: Praeger, 1997).

33 Frederick M. Burkle and P. Gregg Greenough, "Impact of Public Health Emergencies on Disaster Taxonomy, Planning, and Response," *Disaster Medicine Public Health Preparedness* 2008; 2: 192–99.

34 Kimberly Maynard, *Healing Communities in Conflict: International Assistance in Complex Emergencies* (New York: Columbia University Press, 1999), www.cc.columbia.edu/sec/dlc/ciao/access/maynard/maynar (accessed November 10, 2009).

35 Frederick M. Burkle, "Complex Humanitarian Emergencies: A Review of Epidemiological and Response Models," *Journal of Postgraduate Medicine* [serial online] 52 (2006):110–5, www.jpgmonline.com/text.asp?2006/52/2/110/25155 (accessed November 10, 2009).

36 UN/OCHA data on complex humanitarian emergencies, www.reliefweb.int/w/rwb.nsf/WCE?OpenForm.

Table 1.1 Complex Emergencies, 2009

Afghanistan	Lebanon
The Balkans (Bosnia, Kosovo)	Nepal
The Caucuses (Armenia, Azerbaijan, Georgia)	Uganda
Chechnya (Russian territory)	Indonesia
Colombia	Iraq
Haiti	Palestinian Territories/Israel
Central African Republic	Sierra Leone
Chad	Somalia
The Democratic Republic of the Congo	Sri Lanka
DPR Korea	Sudan
East Timor (now independent)	Tajikistan
Eritrea	Uganda
Ethiopia	Zimbabwe
Kenya	

NGOs respond not only to natural disasters and complex humanitarian emergencies, but also to man-made disasters, epidemics, technological or industrial accidents, and either regional or neighboring crises that affect large populations worldwide. In most such emergencies, populations are displaced or under physical, social, psychological, political, or economic duress.[37]

Uniformed, government, and DOD personnel may be more familiar with definitions of humanitarian emergencies through a tradition of involvement in humanitarian assistance and disaster response (HA/DR), foreign disasters, or foreign disaster relief, as defined by joint doctrine and DOD directive.[38]

- *Foreign assistance* can range from the sale of military equipment to donations of food and medical supplies to aid survivors of natural and man-made disasters. Assistance from the United States takes three forms—development, humanitarian, and security.
- *Foreign disaster* is defined as "an act of nature (such as a flood, drought, fire, hurricane, earthquake, volcanic eruption, or epidemic), or an act of man (such as a riot, violence, civil strife, explosion, fire, or epidemic), which is or threatens to be of sufficient severity and magnitude to warrant U.S. foreign disaster relief to a foreign country, foreign persons, or to an intergovernmental organization."[39]
- *Foreign disaster relief* is prompt aid that can be used to alleviate the suffering of foreign disaster victims. Normally it includes humanitarian services and transportation; the provision of food, clothing, medicine, beds, and bedding; temporary shelter and housing; the furnishing

37 Defining humanitarian emergencies and reviewing the reasoning for various terminology or categorization requires at least an entire chapter for itself. For the purposes of this manual, emergencies, be they complex or natural, are events or conditions that effect human populations negatively as indicated in the definitions covered above. There may be room for debate, but the value here is in understanding the types of emergencies that NGOs respond to, and how different emergencies may require different types of responses.

38 Joint Chiefs of Staff, *Doctrine for the Armed Forces of the United States*, JP-1 (Washington, DC: Joint Chiefs of Staff, 2009), www.dtic.mil/doctrine/jel/new_pubs/jp1.pdf; Joint Chiefs, *Intergovernmental Coordination*, JP3-08, www.dtic.mil/doctrine/jel/new_pubs/jp3_08v1.pdf (accessed June 1, 2009).

39 Joint Chiefs, *Intergovernmental Coordination*, p. GL-8.

of medical materiel and medical and technical personnel; and making repairs to essential services."[40]

U.S. forces conducting foreign humanitarian assistance as part of a North Atlantic Treaty Organization (NATO) operation should be cognizant of the following NATO-specific definitions:[41]

- *Humanitarian assistance*. "As part of an operation, the use of available military resources to assist or complement the efforts of responsible civil actors in the operational area or specialized civil humanitarian organizations in fulfilling their primary responsibility to alleviate human suffering."[42]
- *Humanitarian operation*. "An operation specifically mounted to alleviate human suffering where responsible civil actors in an area are unable or unwilling to adequately support a population. It may precede, parallel, or complement the activity of specialized civil humanitarian organizations."[43]

Displaced Persons

Victims of humanitarian emergencies—including earthquakes, famine, severe drought, floods, civil and intrastate wars, human rights abuses, and dire economic conditions—are often, even typically, displaced from their homes, sometimes within their native country and sometimes across national borders.

The military has many names for displaced persons. In publication JP 3-29, for example, the term is frequently *dislocated civilians*. When talking with the international community, however, only two populations are distinct:

- *Refugees* cross international borders and have a valid fear of persecution.[44] They are protected under international law by UN High Commissioner for Refugees (UNHCR).
- *Internally displaced persons* (IDPs) are displaced within their country of origin.[45] Unless UNHCR is mandated by the UN to protect IDPs, IDPs are not protected under international law.

This distinction between IDPs and refugees is important. According to international law, it is the responsibility of each national government to provide assistance and protection for its IDPs in-country. However, many IDP situations arise from civil conflict and violence or when the legitimacy and authority of a central government is in doubt. Consequently, there is frequently no local authority

40 Ibid., p. GL-9.
41 See *NATO's Role in Disaster Assistance* (Brussels: NATO Civil Emergency Planning and Euro-Atlantic Disaster Response), www.nato.int/eadrcc/mcda-e.pdf (accessed May 30, 2009).
42 NATO Standardization Agency, *NATO Glossary of Terms and Definitions*, AAP-6(2008), p. 2-H-4, www.nato.int/docu/stanag/aap006/aap6.htm (accessed November 12, 2009).
43 Ibid., p. 2-H-5.
44 See UN, "Convention relating to the Status of Refugees" (1951), www.unhcr.org/protect/PROTECTION/3b66c2aa10.pdf (accessed October 15, 2009).
45 See Internal Displacement Monitoring Centre, "The definition of an internally displaced person," www.internal-displacement.org/8025708F004D404D/(httpPages)/CC32D8C34EF93C88802570F800517610?OpenDocument (accessed May 30, 2009).

willing and able to provide assistance and protection for IDPs. Refugees, however, are under the protection of UNHCR. Understanding this distinction can aid the military in knowing who to call to discuss provision and protection for these displaced populations.

Chapter 2.
Introduction to NGOs

Nongovernmental organizations are essential to humanitarian relief in bringing years of experience in public health and preventive medicine programming to a crisis zone.

More than 90 percent of aid coordinated by the United Nations is provided by NGOs, 95 percent of which is provided by only 35 to 40 major American and European organizations.[46] NGOs worldwide number in the thousands and vary widely in their performance, professionalism, sense of responsibility, and attention to standards in accordance with the Humanitarian Code of Conduct.[47]

The term *humanitarian community* refers to the body of organizations and individuals dedicated to providing assistance to people in need internationally. Organizations that are neither an NGO nor a government agency (civilian or military) are termed *international organizations* (IOs) and will normally be indicated by name. IOs are international bodies like the International Committee of the Red Cross (ICRC) or the Pan American Health Organization (PAHO), the World Food Program (WFP) and other independent UN agencies like the United Nations High Commissioner for Refugees (UNHCR).

Executive Summary

- NGOs are a major component of the global aid system.
- NGOs respond to all types of complex humanitarian emergencies and natural disasters.
- Understanding NGOs is vital in today's complex world of humanitarian emergencies and assistance-disaster response operations.
- NGOs follow codified, well-tested international standards of care.
- NGOs are defined by their voluntary, independent, and not-for-profit status.
- NGOs have unique charters and missions.

A nongovernmental organization is a legally constituted entity created by private organizations or people with no participation in or representation of any government. When an NGO is funded totally or partially by a government or governments, it maintains its nongovernmental status only as long as it excludes government representatives from membership.

History

The first NGO, Rotary, which later became Rotary International, dates to the early twentieth century. In the early 1900s there were more than 1,000 recorded NGOs important to women's suffrage, scientist rescue, and refugee issues.

The term *NGO* came into use in 1945 with provisions in Article 71 of chapter 10 of the United Nations Charter, when organizations that were neither governmental nor member states were needed for a consultative role to the UN. On February 27, 1950, international NGOs (or INGOs) were first

46 Author communication with Frederick Burkle, MD, former deputy assistant administrator, Bureau for Global Health.
47 IFRC, "Code of Conduct," www.ifrc.org/publicat/conduct/code.asp (accessed July 31, 2007).

defined in resolution 288 (X) of ECOSOC as "any international organization that is not founded by an international treaty."[48]

In June 1997, the vital role of NGOs and other major groups in sustainable development was recognized in chapter 27 of *Agenda 21*, leading to intense arrangements for a consultative relationship between the United Nations and nongovernmental organizations. Globalization throughout the twentieth century heightened the importance of NGOs, which have since developed to emphasize humanitarian issues, developmental aid, and sustainable development.

NGO Characteristics

NGOs are founded, developed, and managed by civilians.

- NGO personnel are highly professional and skilled, trained or educated in disaster management, public health, logistics, technology, water sanitation, communications, medicine, geology, sociology, and psychology.
- Staff are of different backgrounds, training, nationalities, and cultures.
- Most NGOs have moved to use all local staff to build capacity and have large human resource databases that keep emergency personnel and cadres of career aid workers on call.
- NGOs have major global procurement capabilities for relief supplies, technical and capital assets, vehicles, and other material that can be used to respond to humanitarian emergencies.

NGOs can be not-for-profit (nonprofit).

- NGOs require funding from external sources to design, implement, and manage their programming.
- NGOs obtain funding from numerous sources including government agencies, private foundation grants and private contributions or gifts-in-kind from companies and other organizations.
- Donations of cash, material, or even services (legal, technological, and the like) to NGOs normally qualify as charitable gifts and can be used to lower tax liability for the donor.
- In the United States, legal charitable status for an organization is granted by the federal government under the classification of 501(c)(3) that enables the charity to receive tax-deductible donations from individuals or corporations.
- To become a not-for-profit organization, an NGO must be charitable in its mission, managed and accounted for by a board of directors with no financial interest in the programs or operations of the organization, and maintain financial accounting methods that are fully open to the public at all times (see chapter 3).
- NGOs can also be solely for-profit or have arms within the organization that are for-profit (for example, International Relief and Development).

48 "Currently there are 3051 NGOs in consultative status with the Economic and Social Council (ECOSOC), and some 400 NGOs accredited to the Commission on Sustainable Development (CSD), a subsidiary body of ECOSOC. NGOs in the CSD roster need to contact the NGO Section of DESA in order to apply to consultative status" (United Nations, "NGO related frequently asked questions," www.un.org/esa/coordination/ngo/faq.htm [accessed December 11, 2008]).

NGOs are unique.

- Although NGOs worldwide number in the thousands, they vary widely in their performance, professionalism, sense of responsibility, and attention to standards in accordance with the Humanitarian Code of Conduct.[49]
- The vast majority, 95 percent, of NGO relief work is provided by only thirty-five to forty major American and European organizations[50] that, on the whole, follow codified, well-tested international standards of care.[51]

NGOs share many characteristics.

- NGOs typically serve the public, beneficiaries, needy populations, constituencies, or target groups that have been affected by some emergency, disaster, or massive reduction of livelihood.
- Activities are intended to serve needs that a donor feels appropriate but aid is based on need rather than any political agenda.
- NGOs share a relatively small labor pool of emergency, relief and humanitarian assistance workers, and often times share personnel, practices, and customs.
- NGOs have many of the same donors (especially foundation, UN, and large government grant types), compete for a limited pool of funding, and must be financially accountable in many of the same ways.

NGOs coordinate activities and resources internally and externally (see chapter 7 for more detail).

- *Internal coordination,* though not always formal, is the most common way civilian sectors organize in humanitarian emergencies. When more than 100 organizations are present in a region responding to a given emergency, the rationale for pulling together coordination bodies to manage information flow, project locations, shared resources, and combined efforts is clear and immediate.
  - Examples: In Kosovo, Burundi, Darfur, Iraq, and Afghanistan, NGOs coordinated extensively within the NGO community to manage information, for safety as well as advocacy bodies to international donors or local and regional governments.
- *External coordination* between NGOs, militaries, governments, and donor agencies has also produced a substantial amount of experience for all parties involved in coordinating, communicating and generally interfacing with one another. The preferred external coordination for NGOs is a UN-coordinated effort (OCHA), not a military-run effort, unless the UN is not available to do so.
  - Examples: In Somalia, Bosnia, Kosovo, Afghanistan, and Iraq, NGOs and militaries interfaced in military run operations centers (HACC or HOC). These meetings served as

49 IFRC, "Code of Conduct," www.ifrc.org/publicat/conduct/code.asp (accessed July 31, 2007).

50 Author communication with Frederick Burkle.

51 See United Nations Children's Fund, "Guidelines for Monitoring the Availability and Use of Obstetric Services," 1997, www.unicef.org (accessed June 8, 2002); SPHERE, www.humanitarianinfo.org/_darfur/infocentre/sphere/index.asp (accessed January 13, 2006); MISP, www.rhrc.org/pdf/fs_misp.pdf (accessed September 19, 2005); U.S. Agency for International Development, Bureau for Humanitarian Response, Office of Foreign Disaster Assistance, *Field Operations Guide for Disaster Assessment and Response*, www.usaid.gov/our_work/humanitarian_assistance/disaster_assistance/resources/pdf/fog_v3.pdf (accessed November 10, 2009).

a place to exchange information (especially security concerns) and discuss strategies, criticisms, and even logistical and service capacities.

NGOs neither "coordinate" with, nor are they "coordinated by" the military.[52]

- Some NGOs maintain large communication capabilities, and often use the same technologies as governments or military units when there is no local infrastructure (satellite phones and VSATs, Internet, global cell phones, and so on).
- NGOs represent a large group of professionals well seasoned in field work who have been to many (if not more) conflict regions than the military.
- NGO professional staff are highly educated, often holding advanced degrees in medicine, law, international policy, public health, and engineering, and have decades of experience in disasters.

Given the hundreds of NGOs in the United States and the thousands more worldwide, the list of activities, services, strengths, expertise, abilities, capacities, and policies that make up this varied and dynamic field is incredible. Today, large, professional NGOs with substantial operating budgets and emergency response capacity are shedding the corner charity image and becoming major technical agents of humanitarian assistance worldwide.

Civilian capacity to mitigate, manage, and respond to humanitarian emergencies has grown rapidly in the last 40 years. Established and substantial NGOs today have operations in numerous countries, major coordination mechanisms, strong governing structures and partnerships with local and international governments, military, and other international actors. Some NGOs have lobbying arms devoted to influencing policymaking and national level foreign assistance. NGOs rely on substantial organizational infrastructure to maintain numerous emergency operations around the world, and it is becoming apparent that NGOs are now more important than ever.

Quick Reference

No one source covers all NGOs and nonprofits worldwide, but several are useful for quick online reference:

- www.interaction.org (U.S.-based international NGO consortium)
- www.ngovoice.org (European-based international NGO consortium)
- www.charitynavigator.org (guide to financial reports of almost every U.S.-based NGO)
- www.reliefweb.int (relief and development portal listing various NGO updates and resources)
- www.global-health.org (searchable database of NGOs and other NGO related resources)

52 See chapter 18 for a discussion on the term coordination and how its meaning differs among the military, the UN, and NGOs.

Chapter 3.

What Is an NGO?

Executive Summary

NGOs are extremely diverse and can be characterized by their missions or response.

- Two important NGO activities addressed here are emergency response-relief and development.
- Other equally important NGOs focus on human rights and advocacy, conflict mitigation and resolution, and education.
- NGOs are operational in almost every emergency around the world.
- NGOs generally need external financial support as well as technical, logistical, and programmatic support.

Nongovernmental organizations come in many forms, sizes and types. Many are religiously oriented, regionally based, technically specialized, or community-based organizations. Most are small, though the more well-known are worldwide entities with international umbrellas and national chapters.

When an NGO is created it establishes a mission or vision statement, and a series of objectives and goals that guide it as an organization. If an NGO is founded with the mission of responding to disaster victims that are children, for example, it will seek to raise funds, capacity, and know-how to deliver programming to assist child victims of a disaster. The focus may also be regional, country specific, or to provide a specific service.

The global community of NGOs encompasses a wide range of organizations, which can usually be categorized into four basic types:

- humanitarian aid, both emergency response and developmental
- advocacy groups such as Human Rights Watch, Amnesty, and Physicians for Human Rights
- faith-based groups are humanitarian aid groups originally founded on faith principles but do not use religion as a part of the aid given (Mercy Corps)
- missionary aid groups seek to "spread the word" using humanitarian aid to access to those who need conversion, more or less conditional aid (Samaritan's Purse, Hope Ships)

The following organizations are smaller in capacity, staff size, or funding levels but operate in numerous locations across the world. Some are unique and focus solely on a specific sector or specialty.

- Air Serv International
- American Refugee Committee
- Americares
- Doctors of the World
- Direct Relief International
- Project Hope
- CARE
- Relief International
- OXFAM
- Mercy Corps International (MCI)
- Volunteers In Technical Assistance
- International Medical Corps

As noted, some NGOs are advocacy organizations. That is, they do not supply aid per se but instead focus on advocacy issues specific to the disaster to draw public attention with the aim of changing international, domestic, or host country policy. Recent examples of such type of advocacy include women's rights in Afghanistan, and the genocide in Darfur.

- Refugees International
- Physicians for Human Rights
- Human Rights Watch
- Amnesty International
- International Rescue Committee
- Medicines Sans Frontieres (Doctors Without Borders)
- Landmine Survivors Network
- MADRE

Faith-based organizations are the largest growing group of NGOs and accounted for 10.5 percent of USAID dollars to nongovernmental aid organizations in fiscal 2001, and 19.9 percent in 2005. Some of the older, more experienced NGOs were founded on religious principles (Mercy Corps or International Rescue Committee) but do not proselytize as part of their programming, though others do. An easy way to identify these groups is from their mission statements, which are typically available on the group's website. Samaritan's Purse states that they have a "single-minded commitment to evangelism through aid relief" (www.samaritanspurse.org). The following list is not comprehensive but outlines evangelical NGOs, which the military frequently encounters:

- Samaritan's Purse
- Shelter Now
- Cure International
- Food for the Hungry
- Hope Ships
- World Vision
- Catholic Relief Services
- UMCOR
- Church World Service

In today's world, it is important to understand these differences. Using a missionary group in a Muslim country can cause havoc and distrust, as well as put aid programs at risk if the host country does not understand that not all NGOs are oriented to promote religion.

NGOs can be found in every country, and though the NGOs studied in this manual are primarily oriented internationally and mostly headquartered in western countries, most of the thousands of NGOs globally are local or indigenous civil society organizations that operate much as nonprofits do in the United States. More than 30,000 NGOs operate internationally, of which approximately half represent various western-based organizations working in developing countries.[53]

53 Union of International Associations, www.uia.be/node/50 (accessed December 11, 2008).

Characteristics of Aid

NGOs work in five areas:[54]

- international relief and development
- democracy promotion and electoral support, human rights and good governance
- conflict mitigation, management, and resolution
- civil society support and community-based service
- education, medical, and state service replacement (traditionally formed locally to substitute or enhance lacking or nonexisting government services)

This manual focuses on **international relief organizations** found in numerous places internationally and constantly responding to humanitarian emergencies. Of course, depending on the location and type of emergency the reader is considering, the number and type of organizations involved will vary. Local (host nation) NGOs and the various other organizations are often found in humanitarian emergencies and are used as partners, facilitators, or guides to international NGOs and IOs that deliver emergency services.

Keep in mind, however, that international NGOs have moved to using primarily local staff in a response for building host nation capacity, safety, and credibility among recipients of aid. Just because you don't see a flag does not mean an international NGO is not there.

International NGOs are and have been prominent features in international responses to humanitarian emergencies globally. The United States and other governments have come to rely heavily on NGOs and their vast network of local and international connections. Because NGOs have extensive ground-level experience and are many times present before humanitarian emergencies arise, there exists an immediate capacity and knowledge of what needs to be done to respond to humanitarian needs.

NGOs—both locally and internationally—focus their work in a ground-up fashion that uses local capacity, local and regional organizations, familiarity and intimate relations with the community to implement programs. This is one of the primary advantages that NGOs have when compared with government and military agencies responding to the same type of emergency. Instead of duplicating efforts or having to establish new programs from scratch, donors now use the NGO community as an extension of capacity, and often as partners in formulating regional-level responses or policy.

NGOs Overseas

NGOs are found in most overseas disaster and emergency settings. NGOs are present in all phases of the emergency, including well beforehand. Their work includes various levels of activity:

54 Although these are generalizations, this list encompasses the primary differences between international and local organizations, and those organizations that exist to operate in humanitarian emergencies and those that operate in more long-term development settings.

- The onset of the emergency (acute phase) normally lasts for approximately a month in new emergencies. NGOs deliver all forms of emergency services, including emergency medical assistance, shelter, water and sanitation services, displaced population management, food and water provisions and nonfood items such as cooking utensils and blankets and the like.
- The recovery stage includes the period just after the initial chaos and expanded relief efforts are implemented. More assessments, detailed analysis, and extended and more far-reaching services can be delivered once security is better and the host nation, NGOs, and the donor community have identified priorities.
- The rehabilitation and development stages normally take hold after about six months, when the crude mortality rate (CMR) is close to baseline, and populations have been repatriated or settled and longer-term programs are designed and initiated.[55]

The primary objectives of most NGOs responding to emergencies are to reduce the crude mortality rate, lower the level of physical, emotional and psychological suffering, provide stable food and clean water sources, provide for services of displaced populations and to generally assist national governmental or international efforts to stem large-scale suffering and humanitarian tragedy. This suggests that NGOs are often the first international organizations into an area during or after a humanitarian emergency, and often remain the only form of international presence in areas that are especially rough. U.S. military forces often encounter NGOs that have been in-country for years and that have specialized or in-depth knowledge of the country's or region's culture, politics, demographics and terrain and other pertinent forms of familiarity that comes with time and experience.

InterAction (www.InterAction.org), the U.S. consortium of U.S.-based international NGOs, states that its 170+ member organizations are operating in "every developing country" in the world.[56] This means that in any operation in a developing country, government or military units is likely to find a U.S.-based NGO on the ground. It is also likely that international NGOs based in Europe and the United States will be on hand in humanitarian emergencies.

Many NGOs sustain multiple programs in more than one country at a time. Larger NGOs, such as CARE, Save the Children, Catholic Relief Services, and World Vision, specialize in responding to numerous emergencies simultaneously, often using leverage from one emergency to respond to another, or relying on an extensive network of national chapter organizations to establish a footing in an emergency. Smaller organizations will also often respond to more than one emergency at a time, but have to choose their responses more selectively.

55 See Michael J. Roy, "Humanitarian Assistance: Introduction to Key Topics," lecture presented in the Military Medical Humanitarian Assistance Course for Internal Medicine, sponsored by the Uniformed Services University of the Health Sciences, Bethesda, MD, March 26–28, 2001.

56 InterAction, the American Council of Voluntary International Action, is based in Washington, DC, and is the leading U.S. consortium of internationally operating U.S. NGOs. It serves as a coordinating mechanism that primarily advocates to U.S. and other governmental institutions and international donors on behalf of its membership (see www.interaction.org).

NGO Assistance Activities

In most responses to humanitarian emergencies four major objectives are commonly held by the international community, by NGOs and by military units participating in humanitarian assistance operations (HAOs):

- reduce excess mortality
- reduce or minimize excess disease, disability and unstable health conditions generally
- provide infrastructure rehabilitation (including health-care facilities, water and sanitation systems, roads, telecommunication systems, and so on)
- ensure and protect return passage for displaced populations (refugees and IDPs)

NGOs vary in their program capacity and may carry out any or all of several functions: emergency assistance, long-term development, peace building, and sustainability programming. Key policy and operations are designed with several goals in mind: preserve life and minimize suffering by providing warning of natural events that often result in property damage and loss of life, sometimes extreme (such as hurricanes); preserve life and minimize suffering by responding to human-generated disasters; foster self-sufficiency among disaster-prone nations by helping them achieve some measure of preparedness; alleviate suffering by providing rapid, adequate response to aid requests; and enhance recovery through rehabilitation programs. Although most NGOs subscribe to the elimination of extreme poverty, many work as development agencies in specific theaters, including postconflict environments.

In addition, assistance activities can be divided into three categories based on the degree of contact with the affected population. Direct assistance is face-to-face distribution of goods and services. Examples include support of medical clinic services, supplies, and personnel. These services can be and usually are long term. Indirect assistance is at least one step removed from the population and involves such activities as transporting goods or relief personnel, support for ministries of health, and technical assistance such as assessments of hospitals, clinics or even population needs and gaps. The third category, infrastructure support, involves providing general services, such as road repair, hospital repair, airspace management, and power generation, which facilitate relief but are not necessarily visible to or solely for the benefit of the affected population.

Categories of NGO Response

The thematic division between those NGOs that focus on disaster-emergency response and those that focus on longer-term or community-based development is significant. Nonetheless, it is not uncommon to find organizations that participate in both longer-term and shorter-term programming in disaster-affected areas or developing regions or countries.

Disaster and Emergency Response NGOs

Many NGOs focus only on disaster response. This means that some arrive at the earliest possible time during or after an emergency, implement emergency response programs, and leave shortly after the

first stages of an emergency are complete. NGOs focus on being light, nimble, and efficient with very little red tape to prevent immediate action. NGOs that provide medical assistance pride themselves in being specific in their mission and efficient in their capacity to deal with emergency health matters while working to rebuild local capacity in the host country to deal with ongoing crises with the end state goal of improving health infrastructure and public health capacity.

Organizations that maintain disaster response capacities can respond immediately to humanitarian emergencies and are often part of a team of organizations that will arrive in an emergency setting before any other agencies or organizations. Albania and Kosovo, East Timor, earthquakes in Turkey, Iran, Pakistan, Peru, and China, floods in Mozambique of 2000 and 2001, Afghanistan, and the Indian Ocean tsunami of December 2004 showed that civilian capacity to muster resources and deliver emergency, search and rescue, and engineering specialists to the affected regions was indeed impressive. In many cases, NGOs were either already operational on the ground at the onset of the emergency or were the first responders, delivering relief personnel often only hours after the onset of an emergency.

Larger organizations have disaster response teams ready to respond to man-made and natural disasters on a moment's notice, and though normally reliant on private sector transportation, they can be deployed with considerable speed and resource to manage portions of the initial stages of the emergency. For those organizations that can afford to have a series of doctors, engineers, coordinators, and other general relief specialists on call, there is often a roster of people the organization can call on to ship out to an emergency-effected region to better assess the needs.

Long-Term Development NGOs

Other organizations shy away from relief and disaster response specialties (either solely or entirely) and focus on providing longer-term developmental assistance to populations affected by complex humanitarian emergencies that have existed for long periods, or in generally desperate conditions in very poor countries. Some NGOs do both relief and development, but those that focus solely on development are often sensitive about the delineation between how their activities are distinct from emergency responses or temporary fixes. Vested in working closely with the host community, region, or country, a development-focused NGO establishes stable projects that focus on economic development, health-care system enhancement, infrastructure rehabilitation, and other longer-term and thematic programs through local capacity building.

Many development-oriented NGOs are primed to provide emergency services in their area of operation. The NGO may not have specific emergency response strategies, but those that have been in a country or region for a long time have an advantage in knowing a region's workings, terrain, and culture extensively. When a humanitarian emergency strikes, many development NGOs can easily harness resources to be the first responder, or to serve as an information source for donors and emergency response NGOs soon to arrive.

NGOs like Winrock International do not normally participate in emergency response activities even though they may be in the area.[57] Winrock is a development NGO that specifically provides support for economic development in developing communities. It has no capacity to respond to emergency needs outside of providing information to other NGOs about the area, people, resources, and other pertinent information. Because it does not normally use trucks, warehouses, local procurement channels for large commodities, or emergency networks, it would not be a prime candidate to shift its programming to an emergency response-oriented framework.

On the other hand, NGOs that focus on development such as CARE, World Vision, Food for the Hungry, or International Relief and Development are also capable of responding to a humanitarian emergency. Each has extensive worldwide networks of emergency response capacities and personnel, as well as comprehensive policies and experience in responding to humanitarian emergencies. Although they participate in development-oriented programming, these organizations can quickly adapt their capacities and become a viable humanitarian emergency response when a humanitarian emergency arises.

This differentiation between the two major types of international NGOs is essential. Both have value and should be understood as part of the NGO community, but are often different in objectives, missions, and capacities.

Multisectoral NGOs that participate in global relief and development activities are valuable in an emergency because of their unique blend of ground-level knowledge of an area gleaned from development projects and significant know-how on emergency response acquired during missions worldwide. Development-oriented NGOs are valuable in that they can easily provide an extensive body of knowledge and understanding that would not normally be readily available for the international NGOs and donor organizations arriving specifically to respond to a new emergency.

Table 3.1 (*see following page*) distinguishes comparative advantages, weaknesses, and other characteristics between emergency response NGOs, development NGOs, and those active in both sectors. Although not comprehensive, it can be useful in understanding the various dynamics of each type of NGO.

Why Are NGOs Overseas? Why Are They in My AOR?

Military and other entities that begin operations in humanitarian emergencies will find various types of NGOs in the area that focus on many different types of services. There is often overlap, and sometimes an organization will specialize in general sectors that may or may not be needed in a given emergency.

57 Winrock International is a U.S.-based NGO headquartered in Arkansas and Virginia. It says that "achieving a sustainable balance between the need for food and income and environmental quality is the most effective approach to improving living standards of rural people and ensuring resources for the future" (see www.winrock.org).

Table 3.1 NGO Comparison

	Emergency Response	***Development***	***Multisectoral***
Comparative advantage or strength	Extensive expertise in logistics, communications and coordination; rapid deployment; specialized capacity to handle emergency health, infrastructure, and so on	Extensive ground-level knowledge of a region's people, culture, language, economy, society, political atmosphere; close relationships and networks with local NGOs, other civil society organizations, government	Extensive knowledge of the ground with the capacity to shift operational strength to emergency response; support of an international network of emergency response individuals, programs and policies; ready for anything; sensitive to needy population's needs, strengths, and capacities
Weaknesses	Often lack knowledge of needy population's culture or politico-economic atmosphere; often unaware or not knowledgeable about region's transportation, communications structures, ministry regulations, and the like. Often have to establish new systems and programs from scratch, requiring set-up and learning-curve time	Often lack capacity to handle multiple stages of humanitarian suffering (emergency); often limited by narrow mission or project scope	Sometimes not strong enough in any one sector or programming area; potentially weak in coordination efforts with other relief or development NGOs or even militaries
Value to an emergency	Provide emergency relief and humanitarian assistance; concentrated expertise and capacity to provide immediate services; normally host to emergency specialists, medical personnel and an efficient logistics system to complete assessments, coordinate and deliver HA	Provides body of knowledge and extensive networks between local NGOs, governments and donors that can be shared with emergency response entities, donors and militaries	Can immediately harness knowledge of local conditions and atmosphere for most appropriate forms of emergency response; can leverage the strength of local entities and relationships; has large sense of credibility in eyes of local populations as not an outsider
Examples	Medicine San Frontiers (MSF), International Rescue Committee (IRC), International Medical Corps (IMC), Doctors of the World (MDM), Air Serv International	Winrock International, Catholic Relief Services, UMCOR	World Vision International, Catholic Relief Services, CARE, Oxfam, Relief International, Save the Children, International Relief and Development.

Where found	At the onset of an emergency; immediately after large-scale fighting has stopped or natural disaster; after peace agreements and cease-fires; during conflict (variable depending on scale, accessibility); up to 6 months after an emergency	In poor or post-emergency countries and/or regions; in rural and urban areas with substantial offices and presence in specific areas of operation; 3 to 6 months after an emergency. Can be in-country for a decade or more.	In both development and emergency settings, often using an existing development project in an emergency-affected country to launch emergency HAOs; can be in-country for a decade or more (IMC in Afghanistan more than 23 years)
Duration	1 week to 6 months for natural disasters and postconflict response; indefinite for complex emergencies and continuing humanitarian emergencies	Indefinite, often lasting more than 20 years in a specific region; normally provides programming until donor priorities shift	Indefinite
Size	Variable	Variable	Variable
Constituency	Victims of a humanitarian emergency	Postconflict, poor and poverty-stricken populations	A combination of emergency victims and the postconflict poverty-stricken
Donors	Governments, UN agencies, private contributions, and NGO savings that have been set aside for emergency spending	Foundations, governments, development oriented UN agencies, churches, synagogues, and mosques, religious organizations, corporations	Variable

An NGO will be found in a humanitarian emergency for three primary reasons.

- It has a *comparative advantage* in responding to a specific emergency, it has current operations in the area that precede the emergency, it has specific capacity nearby that could be utilized in the emergency, or it has a specific expertise or strength in the affected region or emergency type.
- It has a *specific interest in the area*, suggesting that it was formed to serve a specific population or region, and any emergency within that population or region would naturally warrant a response from it.
- It targets a *specific type of victim*, and when an emergency or situation creates victims of this type, it is a natural responder.

NGOs have a number of advantages in a disaster.[58]

- They are able to experiment freely with innovative approaches and, if necessary, to take risks.
- They are flexible in adapting to local situations and responding to local needs and therefore able to develop integrated projects, as well as sectoral projects.
- They enjoy good rapport with people and can render microassistance to very poor people as they can identify those who are most in need and tailor assistance to their needs.
- They can communicate at all levels, from the neighborhood to the upper echelons of government.
- They can recruit both experts and highly motivated staff with fewer restrictions than the government.

At the same time, they also have a number of disadvantages.

- The paternalistic attitudes of some NGOs may restrict the degree of participation in program or project design by the local community.
- Approaches to a problem or area may sometimes be either restricted or constrained.
- An approach or idea may not be replicable because the project or selected area is not representative, the project coverage is relatively small, or outside financial resources are too restrictive.
- What is called the *territorial possessiveness* of an area, sector, or project reduces cooperation and coordination across agencies, and is often seen as threatening or competitive.

The most common NGOs military personnel are likely to come in contact with are profiled in annex 1, which harnesses a representative cross-section of the types of organizations that can fall within the NGO category and are likely to interface with the military in disasters. The range extends from the world's largest NGOs to smaller organizations, but does hold steady the condition that each operates in humanitarian emergencies in countries other than its origin. It is, however, worthy of note that many U.S.-based NGOs changed their charters to respond to the Katrina disaster.

58 Abstracted from William Cousins, "Non-Governmental Initiatives," in *The Urban Poor and Basic Infrastructure Services in Asia and the Pacific* (Manila: Asian Development Bank and the Economic Development Institute, 1991).

Chapter 4.

NGO Structure, Authority, and Standards

Executive Summary

- NGOs emerge from a variety of religious, community, interest, or expertise backgrounds, often starting quite small.
- NGOs are government-registered, legal entities with management structures and financial reporting requirements.
- The NGO community has adopted standards and codes of conduct that many but not all sign and abide by.

Nongovernmental organizations emerge from communities, civil society organizations, collective activities, religious organizations, universities and individual initiatives. Often started as small volunteer projects, NGOs are sometimes referred to as grassroots organizations, voluntary organizations, charities or nonprofits, all names that denote the voluntary, public service, and community orientation that NGOs have. In legal and organizational terms, there is little difference between an NGO and a nonprofit or not-for-profit organization in the United States. Nonprofits and NGOs are the same thing, and only when nonprofits extend their activities overseas are they popularly called NGOs or private voluntary organizations (PVOs).[59] The term *NGO* denotes an organization that is based nationally or locally but that raises money and organizational capacity to participate in international relief and development activities. This, of course, is only sensitive to organizations based in western or donor countries that extend services through NGOs in developing countries. Nonprofit organizations in developing countries are also often called NGOs but are defined as local NGOs when deciphering differences between international and indigenous organizations that work locally.

NGO can be understood by their orientation or level of operation.[60]

- *Charitable orientation* often refers to a top-down effort with little participation by the beneficiaries. It includes NGOs with activities directed toward meeting the needs of the poor—distributing food, clothing, or medicine and providing housing, transport, schools, and the like. Such NGOs may also undertake relief activities during either a natural or man-made disaster.
- *Service orientation* includes activities such as providing health, family planning, or education services in which the program is designed by the NGO and beneficiaries are expected to participate in implementing the program and in receiving the service.
- *Participatory orientation* is characterized by self-help projects where beneficiaries are involved particularly in implementing a project by contributing cash, tools, land, materials, labor, and so on. In the classical community development project, participation begins with the need definition and continues into the planning and implementation stages. Cooperatives have a participatory orientation.

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59 For this manual, the term *NGO* will be used widely when referring to any nonprofit organization that operates overseas. The term *PVO* is normally used by the U.S. relief industry to describe U.S.-based organizations and companies that act under contract with USAID and the State Department. The term NGO is more widely known internationally, and includes PVOs and nonprofits that act internationally.

60 Abstracted from William Cousins, "Non-Governmental Initiatives," in *The Urban Poor and Basic Infrastructure Services in Asia and the Pacific* (Manila: Asian Development Bank and the Economic Development Institute, 1991).

- *Empowering orientation* incorporates the aim to help people develop a clearer understanding of the social, political, and economic factors affecting their lives, and to strengthen their awareness of their own potential power to control their lives. Sometimes these groups develop spontaneously around a problem or an issue; other times outside workers from NGOs play a facilitating role in their development.

Although this manual focuses on international NGOs, it may be helpful to understand there are many types of NGOs, from community to internationally focused groups.

- *Community-based organizations* (CBOs) spring from personal initiatives. These can include sports clubs, women's organizations, neighborhood organizations, and religious or educational organizations. There are a large variety of these, some supported by NGOs, national or international NGOs, or bilateral or international agencies, and others independent of outside help. Some are devoted to raising the consciousness of the urban poor or helping them understand their rights in gaining access to needed services and others are involved in providing such services.
- *Citywide organizations* include organizations such as the Rotary or Lion's Club, chambers of commerce and industry, coalitions of business, ethnic or educational groups and associations of community organizations. Some exist for other purposes, and become involved in helping the poor as one of many activities. Others are created specifically to help the poor.
- *National NGOs* include organizations such as the Red Cross, YMCAs and YWCAs, professional organizations, and the like. Some have state branches and assist local NGOs.
- *International NGOs* range from secular agencies to religiously motivated groups. Their activities vary from mainly funding local NGOs, institutions, and projects, to implementing the projects.

NGOs have constituencies and develop specialties or areas of interest in which its programming, solicitations, fundraising and growth is oriented. When NGOs are met in the field, there are wide variances in size, appearance, activity, and expertise. It is crucial to understand that when various NGOs operate in the same emergency, there are large but often subtle differences between them.

The international NGOs that are covered in this manual normally have headquarters in a major city of an industrialized country such as Washington, DC, Los Angeles, Seattle, Atlanta, New Haven, Brussels, London, Paris, Geneva, Rome, or Tokyo. NGOs come from any number of places, however, and bring with them a variety of sources of support. With shrinking relief budgets, many NGOs now will have offices in both the United States and Europe to take advantage of funding from different sources, governments, and donors.

NGO Foundations and Structure

NGOs founded in the United States to serve populations outside the United States fall under the same rubric that nationally based and local organizations do. An NGO is an incorporated or organized body that abides by laws, can make contracts, employ people, make legally binding relationships with

other entities, and generally operate as a corporation within the country or state of origin. For those NGOs based in the United States, each state has different regulations, although most require that the organization fulfill several requisites:

- establish and maintain a mission or charter, and articles of incorporation or association;
- establish a board of directors or trustees that assume responsibility for the organization's financial, operational and general well-being as well as legal status;
- establish tax-exempt status from both the federal government Internal Revenue Service (IRS) and the appropriate state government entities should the organization want to accept tax-deductible and to remain somewhat free of federal and state taxes themselves;
- maintain audited and accredited financial records; and
- remain financially, legally, and organizationally sound, and abide by specific rules or guidelines set forth by federal and state law.

Most NGOs are incorporated organizations that are structured to protect its founders, employees and board members from personal liability. The incorporation process serves to establish bank accounts and contracts, to accept donations, purchasing abilities, and buy insurance, and establish relationships with other organizations and governments or other entities. As an organization, the NGO is the embodiment of its mission and of the articles of incorporation or association.

Board of Directors

The board serves as the trustee body of the NGO, normally part of the large-scale decision-making process and thematic issues of the organization. There is no financial benefit or reward for board membership and members have no financial interest in the organization's programming. Although in many cases, board members agree to give (sometimes substantial) financial gifts to the organization. board members are valuable in that they extend the organization's resources into various communities and encapsulate personalities that are not specifically significant in daily operations but that lend credibility to the organization as a whole. Many NGO boards are packed with celebrities, former government officials, experts, academics, and community leaders with the intention of attaining recognition or publicity that would not otherwise be attainable. During emergency appeals, NGOs will often send board members out to make public statements, write newspaper or journal editorials, make speeches, or give interviews to spark focus on the organization's work and needs in responding to the emergency.

NGO boards vary widely in style. Some are very active, often establishing close relationships with NGO officers and staff and involving themselves in programmatic planning processes and fundraising and therefore must be consulted when new programming is in planning. Other boards are largely fundraising entities, lending their names to give credibility to an organization's fundraising practices. In a few cases, boards are primarily symbolic, giving way to an NGO's strong leadership, and only fulfilling the legal requirements of meeting a specific number of times each year and certifying financial obligations.

An NGO's board is legally liable for the organization. In some U.S. states, and in some other countries, this liability differs. Generally, though, the board is the pinnacle of oversight of the organization's direction, mission, articles of incorporation or association, executive leadership and even programs. It is normally involved in only the larger thematic decision-making and guidance, not the daily workings of the NGO unless there are specific issues. Occasionally a board member will tour an NGO's programming in the field.

NGOs often have board members who were once colleagues or government and military officials. Understanding that boards generally have a large level of influence or involvement with the NGO is essential to understanding what type of tact or approach is appropriate when attempting to work with, coordinate, guide, or even understand a particular organization. Table 4.1 outlines a few of the differences between various types of NGO boards.

Table 4.1 NGO Board of Directors Comparison

Features or Characteristics	***Benefit***	***Drawbacks***
Well-known individuals	Assists the NGO with credibility should the NGO alone be unknown, small or new. Also provides the NGO with star power or the ability to raise money when associated with a popular or well-respected mentor.	Sometimes unwieldy to manage; top level NGO personnel spend significant time managing board meetings, functions, travel plans, and coordination.
Technically oriented	Can assist the NGO officers and staff with know-how, regional knowledge, donor identification and management experience. Often valuable for NGOs that are new or that are seeking guidance in a new sector or region.	Often cannot offer substantial credibility with the general public; potentially limited and stems the board's innate function of spreading the NGO's presence into different communities.
Removed	Often valuable if NGO has strong officer and staff base. Gives NGO personnel room to operate, and only serves the minimum requirements established by law.	Often offers no guidance or allows NGO to veer from mission or charter; can often become too removed and lose influence over NGO officers and staff. Problematic if poor decision-making becomes common.
Large	Extends the NGOs reach into various communities and is a sign that something is being done right; also provides increased levels of leverage and of sources of knowledge.	Often unwieldy and difficult to manage; potentially removed and difficult to find firm decision-making or unified opinions.
Small	Easy to manage and involve in decision-making; NGO personnel can form close relationships with the board and can utilize the board's functions easily. Easier to find consensus for decision-making and thematic issues.	Potentially weak or limited in scope of outreach possible; Potential for negative signal to donors or public.

NGO Guidelines, Codes, and Standards

Practically speaking, NGOs are not governed by any specific international law. They are free to participate in international operations as a unique and independent actor, and although neutrality or other specific guidelines protect their activities, they are largely unaccountable to any entity that the NGO is not under contract with (a specific donor, government, or company). Instead, the collective NGO community is governed by a series of self-initiated or externally imposed legal and ethical guidelines. These include the following elements:

- *Restrictions within the legal structure of the NGO's country of origin.* This might be tax laws, donor restrictions, accountability and transparency standards, political or geographical limitations, and the like.
- *Guidelines, rules, or stipulations of the donor agency or source.* In receiving funding from a donor, NGOs will often be subject to the special requirements the donor agency sets out. Large government donors, such as USAID or the United Kingdom's DFID (Department for International Development), are often bound by restrictions as to hiring, religious activity, associations while implementing programs, geographical flexibility, safety measures, reporting procedures, accounting methods, antiterrorism compliance (since 2001), and even technical specifications. An NGO will have an interest in operating within the guidelines of any donor requirements when it has an overarching interest to maintain positive relations with the donor.
- *Restrictions within the legal structure of the country in which the NGO operates.* When an NGO operates in any country, it must register with the central or provincial-state government authorities, and continue throughout the emergency, to report to that entity, its activities, whereabouts, materials it uses, funds it receives and the types of materials imported (assuming that there is still some form of central government authority). NGOs must abide by local, state, national and international laws generally, and during emergencies must remain accountable to the donor community, to its constituencies, and to the national government or lead governing authority in the region.

The trend is for NGOs to join or propose coordination mechanisms (see chapter 7) and as donor pressure continues to mount on NGOs to maintain credible, accountable, and transparent programming while providing effective services, NGOs have created a series of standards and best practices that help to improve the overall quality, consistency, and fluidity of NGO programming worldwide. This is helpful for outside agencies that have to deal with NGOs, for NGOs themselves, and ultimately for the recipients of NGO programming.

The following are the most commonly used and cited standards:

- The Sphere Project (www.sphereproject.org)
- The Interagency Standing Committee Guidelines (www.humanitarianinfo.org/iasc)
- MSF Clinical Guidelines (www.refbooks.msf.org/MSF_Docs/en/MSFdocMenu_en.htm)
- SMART Indicators (www.smartindicators.org)

The Sphere Project

The aim of Sphere is to improve the quality of assistance to people affected by disaster including the accountability of states and humanitarian agencies to their constituents, donors and the affected populations.

Sphere is a voluntary initiative of international and national NGOs, the International Red Cross and Red Crescent Movement, UN agencies, donor agencies, host governments, and representatives from affected populations. Sphere is based on international humanitarian, human rights, and refugee law and the *Code of Conduct: Principles of Conduct for the International Red Cross and Red Crescent Movement and NGOs in Disaster Response Programs*.

The objectives of the initiative are to (1) to improve the commitment to and effective use of Sphere by all actors involved in humanitarian action; (2) to strengthen the diversity and regional balance of organizations in the governance and implementation of Sphere; (3) to develop and nurture a cadre of people who are able to use Sphere effectively; (4) to coordinate and interact with other humanitarian initiatives, and work together when that complements Sphere's aim; and (5) to understand and increase the impact of Sphere.[61] A revision of the handbook is scheduled for release in 2010.

The Sphere Project text is available online without charge (www.sphereproject.org). The website also lists upcoming training courses and other resources useful for NGOs. The Sphere Manual, the staple of the project, presents technical standards in five sectors: nutrition, food, health, shelter and camp design, and water and sanitation. It is formally endorsed by the U.S. Department of State's Bureau of Population, Refugees, and Migration (PRM), USAID (OFDA), UNHCR, and the Inter-Agency Standing Committee (IASC). The manual is used in training around the world, the focus of which has been primarily on outreach, international training, security, and minimum standards.[62]

The Inter-Agency Standing Committee

The IASC is a unique interagency forum for coordination, policy development and decision-making involving the key UN and non-UN humanitarian partners. The IASC was established in June 1992 in response to UN General Assembly **Resolution 46/182** on the need to strengthen humanitarian assistance. General Assembly **Resolution 48/57** affirmed its role as the primary mechanism for interagency coordination of humanitarian assistance.

The IASC develops humanitarian policies, agrees on a clear division of responsibility for the various aspects of humanitarian assistance, identifies and addresses gaps in response, and advocates for effective application of humanitarian principles. Together with Executive Committee for Humanitarian Affairs (ECHA), the IASC forms the key strategic coordination mechanism among major humanitarian actors.

61 See The Sphere Project, www.sphereproject.org.
62 Ibid.

The objectives of the IASC are sixfold: (1) to develop and agree on system-wide humanitarian policies; (2) to allocate responsibilities among agencies in humanitarian programs; (3) to develop and agree on a common ethical framework for all humanitarian activities; (4) to advocate for common humanitarian principles to parties outside the IASC; (5) to identify areas where gaps in mandates or lack of operational capacity exist; and (6) to resolve disputes or disagreement about and between humanitarian agencies on system-wide humanitarian issues.

The following IASC guidelines are available (effective late 2009):

- *Operational Guidelines and Field Manual on Human Rights Protection in Situations of Natural Disaster*
- *Women, Girls, Boys & Men: Different Needs—Equal Opportunities. IASC Gender Handbook for Humanitarian Action*
- *IASC Policy Statement Gender Equality in Humanitarian Action*
- *Disaster Preparedness for Effective Response—Guidance and Indicator Package for Implementing Priority Five of the Hyogo Framework*
- IASC advocacy paper *Humanitarian Action and Older Persons: An Essential Brief for Humanitarian Actors*
- *Checklist for field use of IASC Guidelines on Mental Health and Psychosocial Support in Emergency Settings*
- *Guidelines on the Use of Foreign Military and Civil Defence Assets in Disaster Relief—Oslo Guidelines* (Revision 1.1, November 2007)
- *Civil-Military Guidelines and References for Complex Emergencies*
- *Guidelines for HIV/AIDS Interventions in Emergency Settings*
- *Implementing the Collaborative Response to Situations of Internal Displacement. Guidance for UN Humanitarian and/or Resident Coordinators and Country Teams*
- *Special Measures for Protection from Sexual Exploitation and Sexual Abuse*
- *Plan of Action and Core Principles of Codes of Conduct on Protection from Sexual Abuse and Exploitation in Humanitarian Crisis*
- *Respect for Humanitarian Mandates in Conflict Situations*
- *Saving Lives Together: A Framework for Improving Security Arrangements Among IGOs, NGOs and UN in the Field*
- *Exit Strategy for Humanitarian Actors in the Context of Complex Emergencies*

MSF Clinical Guidelines

These guidelines were developed by Medicins sans Frontieres (MSF) and are freely available to downloaded from their website (www.msf.org).[63] Well-known and used across the NGO community, they include

- clinical guidance,
- essential drugs,
- management of epidemic meningococcal meningitis,

63 Médecins Sans Frontiers (MSF), also known as Doctors Without Borders

- obstetrics in remote settings,
- rapid health assessment of refugee or displaced persons,
- refugee health, and
- tuberculosis guidelines.

SMART Indicators

SMART is a voluntary, collaborative network of all humanitarian organizations: donors, international and UN agencies, NGOs, universities, research institutes, and governments. It includes organizations and humanitarian practitioners who are leading experts in emergency epidemiology and nutrition, food security, early warning systems, and demography.

SMART addresses the need to standardize methodologies for determining comparative needs based on nutritional status, mortality rate, and food security and establishes comprehensive, collaborative systems to ensure reliable data is used for decision-making and reporting.

SMART was initiated in response to the lack of a coherent understanding of need, in turn attributable to the use of many methodologies, consistent, reliable data for making decisions and reporting, the necessary technical capacity to collect and analyze reliable data and comprehensive, long-term technical support for strategic and sustained capacity building. The goal of SMART is to reform the system-wide emergency responses by ensuring that policy and programming decisions are based on reliable, standardized data and that humanitarian aid is provided to those most in need.

The SMART methodology uses crude death rate (CDR) and nutritional status of children under five as the most vital, basic public health indicators of the severity of a humanitarian crisis. These two indicators are used to monitor the extent to which the relief system is meeting the needs of the population and the overall impact and performance of the humanitarian response. NGOs with certain U.S. government funding are required to report using SMART to retain funding.

NGO Codes of Conduct and Standards

The *Principles of Conduct for the International Red Cross and Red Crescent Movement and NGOs in Disaster Response Programs* is also a staple reference document for many NGOs.[64] Although not universally accepted, these norms normally are accepted by U.S.-, Canadian-, and European Union–based NGOs and provide the language for what most NGOs feel is their creed or most basic elements of service. The language is general and includes the primary theme that every person deserves and should receive humanitarian assistance when needed. As well, it suggests that aid should be given impartially and without stipulation or restriction, and that beneficiaries are humans and should be treated as such (for the full text, see annex 4).

64 For the full text and explanation, see www.ifrc.org/publicat/conduct/code.asp. The full text is included in annex 4.

InterAction has a series of PVO standards that each of its member NGOs must follow. These are compiled in an extensive document that serves as a guiding tool for NGO management. The intent was to ensure and strengthen public confidence in the integrity, quality, and effectiveness of member organizations and their programs. The standards cover budgetary allotments, gender balance on governing boards, financial accountability, and hiring practices, and provide a baseline series of standards in management activities to promote professionalism and accountability among the InterAction members.[65]

The More Standardization, the Better

A large part of the international NGO community promotes standardization and protocols because it ensures that such a wide-ranging body of organizations operating in such critical settings have some form of accountability. All of the referenced guidelines, standards, and codes of conduct are common knowledge among the NGO community.

65 InterAction, www.interaction.org.

Chapter 5.

NGO Personnel and Policies

Because NGOs are so varied in their mission and capacities, regions of operation or constituencies, NGO staff too are varied in their composition and characteristics.

Executive Summary

- NGOs employ many types of people, but are normally managed by senior-level professionals who come from years of NGO, government, military, or private sector careers.
- Some NGOs rely heavily on volunteers and interns, but most of the larger have developed a staff of experienced professionals who manage daily relief operations and humanitarian assistance efforts.
- NGO management structures are unique, but generally loosely structured, ground-up systems that permit fast and critical decision-making.
- NGOs hire and employ full-time and part-time contractors for short and long-term projects, consultants, volunteers, interns and outside vendors.
- NGO personnel training is becoming more available, enabling NGOs to train their work force in technical and general relief management techniques.

When military and NGO personnel come into contact, there is often a mixture of curiosity and frustration that emerges from two very different cultures. Whereas military personnel are normally part of a stringent and well-defined hierarchy, NGO personnel are part of a largely decentralized organizational structure, often tasked with responding to the needs of NGO beneficiaries before that of the NGO. NGO staff members are from different backgrounds and have extensive experience in conflict regions, disaster areas, hostile living conditions, emergency settings and in danger. They carry long histories of involvement in these types of settings, and often develop highly valuable skills and abilities that outweigh those of government, military or international organization capabilities in many cases.

There is also a flow of personnel between government, military, and NGOs. Government officials often retire from USAID, the Department of State, or the Department of Defense and join an NGO to serve as a senior level manager or consultant. Military personnel also often find themselves cycling out of active duty and entering the service of an NGO doing jobs similar to those they had in the military. NGO personnel as well often move from the private sector into the government or UN (less to the military). Although NGO staff members are often young and inexperienced and often thought of as unprofessional, today's NGO staff labor pool is highly professional and skilled.

NGOs started gaining ground as primary actors in emergencies during the 1980s and 1990s. With this increased field time and exposure, NGO personnel started gaining expertise and credibility. Today, thousands of NGO employees travel, live, and work worldwide and have dedicated their careers and lives to serving within NGOs. This class of relief workers now dominates the way the international community responds to emergencies.

Who Works for an NGO?

NGOs employ all types of people. No one type of personality, profession, or capability characterizes an NGO staff member, and though it is common to find people with similar desires and experiences, most often few patterns can be discerned. For military and government personnel not used to working with NGO staff, a few generalizing characteristics can be helpful. NGO personnel are often

- graduates of advanced degree programs often in public health, international relations, medicine, social work, engineering, political science and communications;
- highly professional, with memberships in professional associations, certificates, and specialized training;
- well-traveled and multilingual, having worked, lived, or studied in international destinations for extended periods;
- extremely knowledgeable about the emergency affected regions they work in after living and working there, or knowing the types of emergencies the region is affected by;
- highly motivated, often volunteering for long periods with minimal pay, or voluntarily working in harsh conditions;
- dedicated to the people they are serving and to their NGO; and
- more and more often local staff running programs in the field rather than westerners.

Looking at a few standard candidate requirements for new hires can also help. Table 5.1 presents shortened mid-level job candidate requirements from the International Rescue Committee (IRC), the International Medical Corps (IMC), Oxfam Great Britain, and ACTED.

The qualification requirements vary widely, as do the types of position each NGO is soliciting. For general management positions, qualifications for ideal candidates will normally include wide-ranging, management-oriented experiences, and more sectoral-focused positions will demand expertise and extensive experience (in both the subject and specific country) with a specific trade or project type.

NGO Staff Positions

From ex-military, government, or UN executives to young volunteers or fresh college graduates, NGOs employ a wide range of talent, labor, and abilities to manage and staff the NGO's diverse programs. And though the type of employees at NGOs worldwide is as diverse as the NGO community, it is valuable to understand how an NGO manages its staffing and programs overseas. For the purposes of this manual, NGO staff member positions can be identified within six groupings: general support staff (normally at headquarters), general international field staff (younger, less-experienced but skilled expatriots), senior international field staff (country and program directors, senior-level officials, senior management), experts, local staff, and executive management.

Table 5.1. Mid-Level NGO Job Requirements

IRC Job Announcement: Regional Director, East Africa

- 7 years international work experience, preferably in a refugee or displaced person setting
- 3 years experience at senior management level, including at least 2 years experience as country director
- Proven experience as a strong manager and negotiator
- Previous budget and fiscal oversight responsibilities
- Experience working with the UN, EU, US and other government agencies a plus
- Graduate degree in relevant field preferred
- Must be computer literate
- Must be self-reliant, the regional coordinator will have at most one local support staff person
- Must be willing to travel 25 percent to 35 percent of time

IMC Job Announcement: Country Director Positions

- Knowledge of donor practices, the program proposal process, and humanitarian or development program solicitations and applications ·
- Ability to conduct and or supervise new program assessments and write cogent proposals and budgets ·
- Familiarity with international humanitarian operations, coordination structures, and the mandates of donors, UN agencies, and other NGOs
- 5+ years of field experience in humanitarian relief or development programs focused on primary health care and public health in insecure settings
- Graduate degree in public health, public policy, or related field
- Fluency in English required; second language skills (i.e., working knowledge of French, Spanish, Portuguese, Swahili, etc.) a plus
- Strong written and oral communication skills necessary
- Ability to analyze and prioritize needs
- Proven organizational and supervisory skills

Oxfam Job Announcement: Humanitarian Coordinator

- Proven analytical and planning skills
- Leadership and management skills of multidisciplinary teams operating within complex matrix management frameworks
- Experience and knowledge of the international humanitarian sector, sufficient to advise staff on the legal and institutional framework within which humanitarian action takes place
- Three years field experience of emergency and developmental work and a continuing commitment to humanitarian action
- An understanding of public health principles and preferably experience of at least one of Oxfam's areas of distinctive competence in humanitarian response
- A understanding of and active commitment to promoting gender and diversity issues in all aspects of Oxfam GB's work
- Representational, advocacy and diplomatic skills to enable the post holder to operate effectively within Oxfam and in external networks
- Competence in written and spoken English
- Ability to travel up to 12 weeks per year

ACTED Job Announcement (Afghanistan): Road Programs Manager

- Knowledge of non asphalted road networks
- Proven experience in a related field
- Professional English
- Control of the data-processing tools
- Necessary qualities: autonomy, rigour, direction of the contact

General Support Staff

General support staff members are employees or volunteers most often found at the NGO's headquarters (HQ) somewhere in western Europe or the United States. As generalists, these people focus on providing the backstopping and support services for NGO field operations. Significant time is given to providing logistical support for shipping, procurement, personnel travel and other programmatic assistance needs. General support staff members normally are also charged with human resource duties (hiring, recruiting, managing health care, insurance, often travel and other benefits), fundraising and publicity (solicitation, fundraiser event planning, gifts-in-kind organization, media relations and advertising), accounting, board relations and recruitment, information technology (IT) support (rare for smaller organizations) and the like. Larger organizations will have specialized staff members for website development and technology support, warehouse and shipping staff, specialized fundraisers, and lobbyists. Many organizations have access to a seemingly endless source of labor from universities: interns often populate NGO headquarter locations and provide research, media monitoring, general administrative duties, and clerical tasks.

General staff at headquarters are normally low to mid-level, excluding senior human resource personnel and accounting staff. Although not necessarily part of the decision-making process, general staff ensure that much of what the executive management and board members plan is put into action. General staff are normally valuable for their knowledge of an organization's overall programmatic strategies and capabilities, and are large storehouses of information.

General International Field Staff

These NGO expatriate staff members (expats) make up a large portion of an NGO's international staff base, normally filling mid-level management positions and participating in general programmatic oversight, creation, logistical services, and implementation. Normally younger men and women that are just starting in the field or that have fewer than five years of experience will find themselves assisting program managers in various duties, managing local staff, managing logistical services or shipments, participating in establishing and managing refugee or IDP camps, and will often write reports or proposals with the guidance of more senior level staff.

General international field staff members are the backbone of any international NGO operation, and normally fulfill some of the more unpopular tasks or demands placed on NGOs working in underdeveloped, conflict, or emergency affected areas. Striving to find a place in the international NGO community, these staff members are enthusiastic, ambitious, and willing to take a heavy workload in bad working conditions. In emergency settings, 20 to 24 hour workdays are common, and poor food, bad traveling conditions, personal danger, and major health risks are all just part of the job.

Many of these personnel have at least an undergraduate degree and often an advanced one in international relations, public health, communications, engineering, or social work and may speak multiple languages, but they are also often paid poorly. Furthermore, many are employed or volunteer

under a specified time contract; ranging from 3 months to a more common 1- or 2-year contract. They are often required to move from job to job, changing organizations, countries, and job functions numerous times. Although not specific to any one disaster or emergency, an informal labor pool of NGO workers who move from one emergency to another, taking up similar roles in each organization they work for does exist. It is not uncommon to meet the same people in different emergencies in different countries, regions, or continents. By traveling light and working hard, these individuals are valuable and carry with them experiences that can translate into more efficient humanitarian assistance programs. It is not uncommon for NGO personnel to cycle to HQ after long stints in the field, or to move to more permanent senior-level HQ roles that will help the organization connect field and HQ programs more efficiently.

Senior International Field Staff

This group includes expats with an expertise employed to manage entire countrywide or regional programs for an NGO. Sometimes referred to as country director, regional director, senior advisor, or coordinator, these individuals have worked in the humanitarian assistance field for career-length spans. Older and often with decades of experience, they manage other international and local staff members, and are charged with ensuring that programs are implemented appropriately. As the senior-most NGO staff person in a given region or country, this person controls budgets, grant processes, personnel, logistics, relations with the host country, donors, local and foreign military (if present), and other NGOs. Enjoying a comfortable level of autonomy, these individuals are relied on for their sound judgment, experience, and contacts within the international aid community.

Senior staff members normally have extensive knowledge of the donor and aid community, as well as close friends and peers within the UN, the U.S. government, and the U.S. military. Senior NGO staff will be found in recurring emergencies, and often travel to launch new projects in a newly affected area. Once in the senior level (varies in pay grade, title and duties for each NGO), an NGO staff member is somewhat of a permanent fixture, and fewer changes between NGO employers occur. Senior field staff often will phase out of an international location, and return to HQ for a more managerial role.

Specialized Subject Matter Experts

NGOs often employ medical doctors, engineers, psychologists, pilots, water sanitation and hygiene (WSH) specialists, transportation and logistical specialists, agricultural, or economic specialists on short to medium-term contracts or assignments. Because the needs in any postconflict or postemergency settings are so varied, NGOs keep rosters of deployable experts who can be dispatched in a relatively short time. These experts are deployed to the affected region to begin work in their specialized field. Normally supported by the general international field and local staff, experts focus on providing their services without much involvement in the normal daily NGO functions (fundraising, management, accounting, logistics).

Experts are normally hired on short-term contracts, though they may work for the same NGO consistently and may not be from industrialized nations. Many medical doctors enjoy time off from normal private practice or hospital duties while serving with an NGO in a humanitarian emergency,

using their skills in a new venue for a short period and then returning to their usual work. Many NGOs keep emergency rosters with updated lists of those willing to be called on short notice, and what their specialty and requirements are. In the last decade and because of funding constraints and the need to standardize programs, fewer volunteers are used and more international staff who can commit to one- to five-year contracts are filling these once short-term agreements. However, for specialized needs, (such as surgical subspecialties, NGOs maintain rosters.

Local Staff

Local NGO staff members are hired in country and are often victims of the emergency an NGO is responding to. Local staff fill a wide variety of job functions from drivers, security guards, cooks, storehouse managers, administrative clerks to medical doctors, program managers, translators and experts, and are essential to the success of any NGO program.

When first arriving in an emergency-affected area, NGOs normally attempt to hire *fixers* (translators and drivers combined) who can quickly orient the expats and secure housing, food, and the basic resources needed for launching an operation. The fixer serves as a link to the local population and market. He or she can help exchange money, open local bank accounts, move shipments through ports or borders, help an international NGO register with the local government, find additional staff members, and keep the NGO personnel safe.

Once programs are initiated, NGOs employ local staff at all aspects of the management, leaving larger organizational issues to senior management and international matters for the NGO.[66] NGOs pride themselves on empowering local populations with the skills and resources to manage effective assistance programs themselves. By training the trainers and incorporating local staff into most processes during an emergency, NGOs create local capacity to respond to and manage future emergencies. Local NGO staff normally outnumber the international staff in an emergency-affected region. Smaller NGO operations will sometimes have one or perhaps three expats on staff to between 10 and 50 locals.

Executive Management

Executive management for NGOs also varies widely. Most management teams are comprised of professional, senior-level executives from a variety of fields. As mentioned, former government, military, private sector, and long-term NGO professionals are well suited for management positions, often bringing a unique blend of outside management experience and connections with other sectors that may prove valuable for an NGO's programs and fundraising.

66 The pay levels that local NGO staff members receive have been a contentious issue for some time within the NGO and donor community. Because expats receive western level salaries, per diems, travel allowances, COLAs and other benefits, local staff members' receive minimal fractions when salaries are compared. Farshad Rastegar, executive director of Relief International, suggests that this is not necessarily bad. Local staff members should be paid appropriately, taking the job function, market and economic conditions into account of the host country. Incentive enough to attract the best candidates but without disturbing local economic and employment patterns, local NGO staff pay should be relevant to local economic and labor market conditions. Otherwise, damage to local wages and currency value could occur.

For larger NGOs, senior management plays a direct role in developing, managing, and guiding an NGO's growth and activity. An NGO executive focuses on ensuring that programming and emergency response efforts fit into the NGO's mission and capacities, are funded, coordinated, and part of a larger international picture. Program oversight, fundraising, lobbying, advocacy, coordination, and general organizational management fill up most parts of the day for senior managers. NGO executives also spend significant time and resources managing, growing, and engaging the NGO's board of directors. While running the NGO, an executive also must plan for future growth, challenges, setbacks, legal issues, budgets, competition, employee loyalty, and donor relations.

Many of the same tasks fall to executives of smaller NGOs. These individuals are normally founders or an inside hire, and often are directly engaged in every aspect of the organization. Some CEOs and presidents find themselves making their own travel arrangements, running photocopies, writing proposals, and taking care of other activities normally relegated to staff members.

In all cases, an NGO's success within its mission, its capabilities, direction and funding are heavily dependent on the NGO's leadership. With a strong and flexible board of directors, an executive can manage effective humanitarian assistance programming, can assure that program implementation is sound and appropriate, and can make sure that the NGO's growth potential or strengths are maximized (growth may not be desired).

Hierarchy and Staff Management

NGOs are structured in different ways. Most, though, depend on a loose structure centered on locations, programs, a hierarchical relationship between HQ and field offices, emergency teams dispatched to new crises, and sometimes partnerships agencies. NGOs face many of the same problems that private companies, government agencies, and militaries have when dealing with management issues. Typical burdens include lack of financial or material resources, technical support, or personnel security. Communication between offices, staff members, and programs is always difficult. Last, although NGOs have established national chapters or umbrella organizations to manage worldwide coordinated fundraising, public relations, and public appeals, most NGOs also deal with the challenge of being everywhere at once.

At almost every NGO, the board of directors is the ultimate decision-making body and is accountable for the well-being of the NGO. The executive director, president, or CEO is the manager of the organization, and normally fulfills two types of functions, encapsulating board management and general organizational management. Below the executive director is an array of senior officer positions, normally each with a portfolio, sector, or section of the organization to manage (Assistant director of finance, vice president of operations, program manager, and so on). These managers provide the daily, hands-on management of NGO staff members worldwide, and are normally part of the executive director's planning body, strategy makers, and proponents of the organization's objectives and mission.

Many NGOs are flexible in their hierarchy. This translates to a heavy emphasis on making decisions at the lowest possible level. For an organization with permanent offices in various countries, this means that a country director or regional manager will normally be the ultimate authority for each country. Decisions concerning personnel, budget use and reporting, personnel safety and the like are all major areas of responsibility of a country director or regional manager.

Although closely coordinated with the executive director and senior officers at HQ, NGO staff members establish a hierarchy within each program in a specific country. A country director will normally manage multiple programs in the area of concern, and is responsible for ensuring that reporting is appropriate. Financial, programmatic, and personnel reports are filed with HQ often, and it is the duty of the program officer at HQ to liaise with senior staff and officers to ensure that the principles of the organization and the guidelines of the grant are followed.

Because large portions of NGO funding come from grants, NGO personnel are assigned tasks and responsibilities within the grant framework. This makes each program, ideally, a well-mapped project that requires minimal oversight. This is not always the case, however, and more often than not NGOs find themselves in difficult working conditions and in situations that require adjusting the original program. For flexible staff members with wide-ranging abilities, this is of little consequence. For smaller organizations with less capacity, this could cripple program implementation.

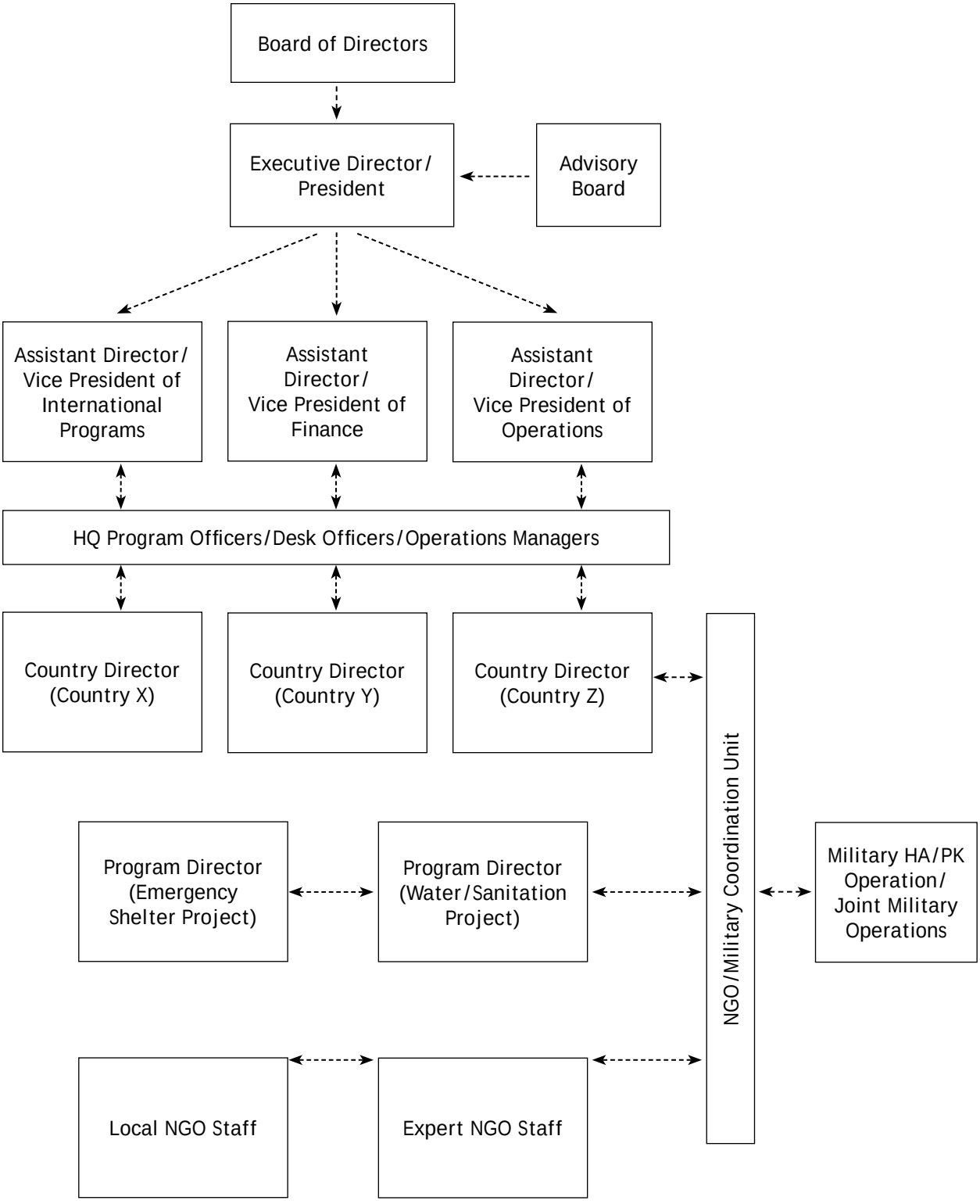
Figure 5.1 presents a sample organizational chart on how an NGO may structure itself. Although the schematic is not holistic or standard for every organization, it shows the relationships between various levels within the organization, and where entry points are for coordination or collaboration. Coordination usually starts with field-based staff members. Little to no contact with an NGO's HQ is standard, and most communication is done on either the country director level or the programmatic level, and a program manager or officer will be the NGO point person. For example, an NGO may have various programs within a country or region, all of which fall under one director, but a program manager or director who reports to that director normally manages each program.

In Figure 5.1 (*see following page*), three lines indicate possible entry points for an NGO and military interface. This identifies a common theme among NGOs operating in humanitarian emergencies and across multiple programs: depending on the size of the organization and the scale of the program, the lead coordinating staff member may be the country director, the program director or manager, or one of the expat staff members within the project. Despite clear lines indicating responsibilities for NGO operations, the liaison for the military and outside entities will be varies widely. Larger NGOs will often have a designated civil-military affairs staff member assigned to specific regions or countries.

NGO Hiring and Contracts

NGOs take various approaches to hiring staff. Many NGOs operating in emergencies maintain short-term contracts with their employees because of the nature of the work: short, intense, and unsure conditions that require immediate response and that may end relatively quickly. When a new

Figure 5.1 NGO-Military Interface



emergency arises, NGOs are under intense pressure to deploy current staff to establish programs, and to hire new regional, sectoral, or general experts to join the teams immediately. When the NGO identifies that it can and should respond to an emergency, funding and donations often will dictate how many new hires can be made, and what level of experience can be afforded.[67]

Larger NGOs have a professional human resources (HR) office that is a key ingredient to properly staffing NGO activities overseas, to maintaining a safe and professional work force, and in passing on the NGO's image and professionalism to new hires or contractors.

HR offices within larger NGOs, and sometimes a single HR officer for a smaller NGO, normally keep a databases of CVs, which are kept on file for a certain period and can be searched by category, sector, or expertise when the need arises. Because emergencies are relatively unpredictable, it is in this light that hiring and employment practices of NGOs are often challenging. Some challenges include

- limited funding for the maintenance of full-time professional staff levels;
- short-term needs for experts during emergencies;
- no longer-term needs (and thus job security) for experts;
- inability to compete with private-sector or government salaries;[68] and
- harsh working conditions, lack of safety or personal comforts, stressful conditions, long hours, and often challenging work environments.

Many NGO lifers have grown accustomed to this lifestyle. NGO contractors will often bounce between different NGOs in different emergencies around the world, holding 3-, 6- or 12- month contracts before moving on to their next assignment. Larger organizations, such as World Vision International, are focusing on hiring and keeping personnel by increasing benefits, personal comforts, and other incentives for staying on board between emergencies or even during prolonged programs.

An anonymous World Vision Australia staff member is a good example of how many NGO staffers are becoming more permanent members of international emergency response teams and the NGO community in general. This individual is currently stationed in Afghanistan, having started in southern Sudan in Operation Lifeline Sudan (OLS) as a logistics officer, moved to East Timor for a similar position, been sent to Kosovo, and then detailed to his current assignment.[69] Enjoying his work, he has also benefited from World Vision personnel policies and practices that make his ability to work, live, and have a life within emergency settings tolerable. With ample vacation time, travel allowances, vacation stipends, excellent health, and procedures that ensure his satisfaction and job utility, he and many other World Vision staff members are breaking the traditional mold of contractor lifestyles that would see upwards of three or four employers per year in various emergency settings.

In hiring practices, HR offices and representatives are faced with making quick decisions and often do not meet the contractor in person, although video conferencing has made face-to-face interaction

67 Despite popular opinion, most NGO staff members are not volunteers.
68 This disparity between wages in different sectors is changing for the better, however.
69 Interview with World Vision staff member, June 17, 2002.

less anonymous. NGOs often employ people already in the area of concern, or those on assignment in some other region. By reviewing a candidate's credentials, referring to references and background data (including criminal checks), and by attempting to learn the person's reputation, an HR office often makes a hiring decision that other sectors would cringe at making.

People seeking employment with NGOs have a few resources at their disposal. Sometimes fresh out of undergraduate or graduate school, current employment with another NGO or other profession, people can use the Internet, e-mail, and publications to learn which positions are open, what each position requires, the terms, and how to apply. Most applications today are submitted electronically by e-mail or website form.

NGO Personnel Policies

Many of the religiously based NGOs require employees to sign a faith-compliance or acknowledgment of religious beliefs, policies, or orientation, which the NGO maintains. For some potential employment candidates, these types or requirements are deterrents. In efforts to remain neutral or nonbiased, many humanitarian workers strive to remain independent and free from any association with a larger cause. Although the days of handing out Bibles and food together to beneficiaries are largely over, major overtones of proselytizing from some organizations remain.

NGO personnel policies are normally basic and straightforward. Policies normally include safety procedures, neutrality, NGO code of conduct acknowledgments, descriptions of duties, appropriate behavior in specific areas, sexual harassment awareness training, and sometimes a confidentiality agreement. Many NGOs have new hires sign a form that suggests they have read the Red Cross code of conduct, and that they agree, understand, and will abide by its elements.

NGO Employment Sites

A number of websites are available for potential NGO employees to use to learn about and apply to open positions. None are exhaustive, but the trend among NGOs to use online employment sites is growing.

- ReliefWeb: www.reliefweb.int/vacancies
- InterActions: www.interaction.org/jobs
- OneWorld.net: http://us.oneworld.net/jobs
- Idealist.org: www.idealist.org
- International careers: www.internationaljobs.org
- UN: http://146.115.72.186:8181/un/un.cfm

Many organizations attach specific policies to specific positions. For World Vision positions open in Afghanistan, candidates are told that strict behavior restrictions exist, and that religious sensitivity must be maintained at all times. A warning about the use of alcohol is given as well.[70]

70 World Vision International employment solicitations for positions open in Afghanistan are available at http://wvioaptus.wvi.org/webjobs.nsf/WebPublished/00B804C5204C09C988256B6F00746A24?OpenDocument (accessed November 10, 2009).

NGO Training Sources

As NGOs and the NGO community become more professional and established, so too are resources that assist NGOs to manage, operate and implement programs more effectively. Most of the training programs that exist are focused on providing humanitarian personnel with training in specific sectors, topics, or themes.

RedR, founded initially as Registered Engineers for Disaster Relief, is now a leading organization that provides not only an extensive roster of professionals that can be called on by partner agencies, but also a significant level of training to NGO personnel globally. Founded in England in 1979, it has offices in more than five countries.

InterWorks, of Madison, Wisconsin, also provides NGO personnel and organizational training to a variety of clients. Specific seminars, distances learning options, and direct consulting services are ways that InterWorks helps NGO personnel develop professional, technical, and general skills that are of use in the field. The InterWorks website explains it this way:

> InterWorks provides customized training, distance learning and consulting services that enhance our client's efforts to reduce disaster risks, prepare and respond to humanitarian emergencies and build peaceful and sustainable societies…. InterWorks provides… solutions to [the] United Nations, NGOs, governmental, academic and military organizations involved in international development, disaster management and humanitarian emergency response. We are dedicated to addressing your particular priorities, opportunities and constraints, and delivering our services when and where you need them. To date, our staff have worked in more than 60 countries.[71]

Training and consulting services that InterWorks provides are primary indicators that disasters are becoming increasingly complex and professional. Still, gaps exist between NGOs and other agencies, potentially because of management structure and the lines of work associated with NGO operations. Although the number of NGOs is rising, there is not necessarily a significant parallel shift in the level of professionalism and expertise. Paul Thompson, executive director and cofounder of InterWorks, suggests that though some sectors are increasing in capability, many still have not progressed from 1980s levels of capacity and know-how.[72] This is

NGO Training Organizations

The following websites list courses for NGOs for specialized training for improving technical capacity and professionalism:

- Alnap: www.alnap.org
- CHART: http://coe-dmha.org/course_chart.htm
- H.E.L.P.: www.icrc.org/web/eng/siteeng0.nsf/htmlall/helpcourse
- IDHA: www.cihc.org/idha
- INTRAC: http://bricksandmortar.wordpress.com/2009/02/05/intrac-ngo-training-courses
- InterWorks: www.interworksmadison.com
- Karl Kübel Institute for Development Education: www.kkid.org/ngo_training_programmes.asp
- RedR: www.redr.org

71 InterWorks, www.interworksmadison.com/ourwork.html (accessed November 10, 2009).
72 Interviews, Paul Thompson (InterWorks, Summer, 2002) and Donald Krumm (USAID, Winter and Spring, 2002).

troubling, Thompson believes. "Many NGOs are staffing their projects with generalists," he says, "and that means that an NGO doing a shelter project after a conflict or earthquake can manage materials and the logistics of the program, but may not know the appropriate materials, structures, geometry or plumbing to use for that region. Kosovo was a good example. Of the more than 10 NGOs that were executing emergency shelter programs, only three or four were competent and had shelter or construction experts."

NGOs also depend largely on training conferences and courses held at various times of the year by different hosts. For an extensive list of training conferences, classes, and programs, Reliefweb (www.reliefweb.int) is the most likely to have comprehensive databases available online. It lists numerous training programs for humanitarian assistance management, logistics, telecommunications, sectors, and many other topics.[73] The H.E.L.P., IDHA, and CHART courses are examples of civil-military relations programs, specific humanitarian assistance courses, and medical response training courses that involve both civilian and military participants:

- *H.E.L.P.* Managed and taught by the ICRC, the H.E.L.P. course was created in 1986 to upgrade professionalism in humanitarian assistance programs conducted in emergency situations. These courses are given all over the world and since 1986 have helped train approximately 1,600 health professionals and humanitarian aid workers from the International Red Cross and Red Crescent Movement, United Nations agencies, NGOs, ministries of health, armed forces medical services, and various academic institutions.
- *International Diploma in Humanitarian Assistance* (IDHA). The Center for International Humanitarian Cooperation developed a practical, academic program offering an international diploma in humanitarian assistance with the goal of creating universally accepted basics that should be taught to humanitarian aid workers. This course enables aid workers to function more effectively and efficiently in times of war or in the event of natural disasters. More than 990 UN, NGO, military, diplomats, academics, political, and religious groups from more than 120 nations have graduated from the program.
- *Combined Humanitarian Assistance Response Training* (CHART). This 5-day course is designed to introduce military and civilian personnel to the spectrum of humanitarian action within complex emergencies and natural disasters. Course participants discuss the unique issues in coordination, public heath, security, and logistics necessary to support or execute a humanitarian program or operation. Graduates are better prepared to respond in their respective capacities to emergencies through their increased awareness and enhanced understanding of different humanitarian response environments including the difficult civil-military relationship.

NGOs and Inter- and Intra-NGO Relations

NGOs are just like other organizations. There are good managers, bad managers, rivalries, weaknesses, deficiencies, staff shortages, and various other problems. Of specific value to this manual are two

73 ReliefWeb, "Professional Resources: Training," www.reliefweb.int/rw/rwt.nsf/doc211?OpenForm (accessed November 10, 2009).

types of conflict: field-headquarter conflicts within an NGO, and NGO-to-NGO conflicts between organizations.

Many NGOs experience ongoing conflict between field and HQ offices. Although the root of the conflict be explained various ways, evidence is clear that HQ personnel continually feel left out of field-based decision-making, and that field personnel feel continually pressured and burdened by HQ demands and processes. Field staff members are often experts in their trade and are able to make decisions quickly. HQ staffers often attempt to put more management into the decision-making process because of specific donor regulations or senior-level director management style. In any case, this straddling for position often creates tension between staff members who feel the urgency of the moment (field level) and those who have to archive and account for field operations from a safe and comfortable HQ location.

The NGO community is also known for rivalries between NGOs. Many NGOs develop institutional relationships with others, creating bonds in some cases and tension in others. Furthermore, many NGOs depend on external funding from the same few donor agencies. When vying for the same grant award, NGOs must compete with each other to obtain the grant. Although the lowest bidder does not always get the grant, it is true that NGOs must jostle and position for funding in tense environments. NGO operations often depend on it. Without that grant, NGOs may have to pack up and go home, which would mean laying off personnel and capacity. This is institutional competition.

In any case, tensions within and between NGOs are not major factors in gauging an NGO's capacity, but often can be a sign of institutional credibility and performance. An NGO with low personnel morale and negative attitudes toward their work and employer could signal a specific weakness in management or organization culture. An NGO with a bad reputation throughout the NGO community may be a signal of poor programming or practices. However, it is important to keep in mind that NGOs, for reasons including safety, personality of field staff, funding, and the like may have a poor reputation in one country but be considered effective and successful in others. Still, as in other organizations and communities or sectors, there are always problems at NGOs, and most navigate through them successfully.

Conclusion: NGO Staff Are Good to Go

NGOs depend on a solid class of professional, experienced, and senior-level disaster and emergency managers that have worked in some of the most severe, harsh, and challenging environments in the world. The days of witnessing untrained and young "humanitarians" attempting to get involved are not over, but now more than ever value is placed on professional operations, experience, protocol, training, and capacity to handle extremely technical tasks in difficult working environments. Advanced degrees and program specialties are major rank indicators, and most mainstream NGOs found operating in humanitarian emergencies can be trusted to meet their objectives.

Chapter 6.

NGO Funding

Gregg M. Nakano

Nongovernmental organizations are legal entities established within a regulated and legal framework normally hosted by a mix of national and local government structures. Depending on where the NGO is established (the United States, the UK, and so on), different rules and laws govern how the organization can accept donations, how it must report its financial data, and to whom it is accountable.

Executive Summary

- NGO funding comes from a variety of sources: the UN, the U.S. government, EU governments, private citizens, and foundations.
- Because NGOs depend on funding to become and remain operational, NGOs must spend a considerable amount of time preparing funding proposals and solicitations.
- Only a fraction of total international spending by the United States and EU countries is spent on humanitarian relief.
- NGOs spend billions of dollars every year in humanitarian assistance activities, far outspending any other agency or organization globally.

The international governmental community, and the NGO community specifically, does not respond to every humanitarian emergency. Political considerations, special interest pressures, national security concerns, funding constraints, or general humanitarian interests often guide international humanitarian assistance responses. No two responses are the same; the level, types, duration and strategy implemented differ greatly in every emergency.

NGOs are only part of international responses to humanitarian emergencies. Governments, the UN, militaries, private individuals, corporations, companies, and volunteer groups often contribute in various ways to humanitarian emergencies. NGOs require external funding sources to respond, and though some NGOs can afford to establish emergency operations for short periods without specific external support, many NGOs eventually turn to UN funding, U.S., UK, or other government grants, private contributions from foundations, communities, or individuals, or umbrella organizations that distribute funding on behalf of another agency or organization.

NGOs spend a significant amount of time fundraising and raising awareness about their programs and mission with various communities, populations, target audiences, and potential supporters. Support comes from multiple sources and varies as to its proportion of the total budget from NGO to NGO. Catholic Relief Services (CRS) is governed by the United States Conference of Catholic Bishops and supported by Catholic churches worldwide with funding and relief supplies. Although its budget relies primarily on government grants, more than one-third of its funding comes from private contributions. Direct Relief International (DRI), based in Santa Barbara, CA, relies heavily on contributions from the surrounding community and companies based in the area, making their location extremely important in deciphering what types of programs DRI initiates or supports. To move out of the area would be

to stem much of the support for its programs and activities, or potentially shift the vision of DRI to fit that of another community.[74] An NGO often relies heavily on donor intent and support. NGOs while catering specifically to needs must also take into consideration the desires and intent of specific donors or donor communities. Although in many cases they do not necessarily conflict, NGOs must often find a balance between the needs of and the willingness or desire of what a specific donor may want to fund or support. It is important to remember that NGOs answer to those they aid, their board of directors, the donors, and the public.

NGOs without question depend heavily on donors. Because they are nonprofit entities and have neither revenue streams nor fee-for-service systems, NGOs can operate only in emergency settings for a minimal time before needing donor support. Even a large NGO, often depending on the scope or scale of the emergency, must solidify funding after the initial phases of an emergency if it is to continue with its programming. Some NGOs have the capacity to maintain emergency response funds specifically for such use. CARE, World Vision, CRS, MCI, and other large NGOs make this a priority, and are known for their unique ability to muster resources immediately during an emergency without first obtaining donor support for their activities. Most NGOs do not have large emergency funds and external funding availability thus tends to determine the timing, type, place, duration, and scale of NGO response activities.

International Humanitarian Assistance and NGO Funding

The term *nongovernmental organization* is often used by military personnel to identify any number of communal groups that prioritize issues affecting U.S. foreign policy objectives. By some estimates, there are as many as 20 million of organizations around the world which meet these criteria, ranging from Mom and Pop community groups that collect used clothes to the multimillion dollar corporations able to build municipal sanitation systems. Within the United States and for our purposes, NGO legal status will be primarily defined as an organization's ability to qualify for 501(c)3 tax exemption status.

Tax-exempt status is provided to organizations that are "charitable, religious, educational, scientific, literary, testing for public safety, fostering national or international amateur sports competition, and preventing cruelty to children or animals. The term charitable is used in its generally accepted legal sense and includes relief of the poor, the distressed, or the underprivileged; advancement of religion; advancement of education or science; erecting or maintaining public buildings, monuments, or works; lessening the burdens of government; lessening neighborhood tensions; eliminating prejudice and discrimination; defending human and civil rights secured by law; and combating community deterioration and juvenile delinquency."[75]

74 Telephone interview, Susan Fowler of Direct Relief International, October 19, 2001; telephone interview, Rachel Granger of Americares, October 16, 2001; e-mail correspondence, Richard Walden of Operation USA, October 8, 2001; e-mail correspondence, Susan of MAP, September 18, 2001.

75 Internal Revenue Service, "Exempt Purposes: IRS Code Section 501(c)(3), www.irs.gov/charities/charitable/article/0,,id=175418,00.html (accessed November 10, 2009).

By 2008, the IRS had recognized more than 1.9 million tax-exempt organizations, the combined assets of which represented $2 trillion dollars.[76] These organizations are divided by the IRS into five broad categories: charitable organizations, churches and religious organizations, political organizations, private foundations, and other nonprofits. Most of the larger organizations with tax-exempt status can be found online at www.irs.gov/app/pub-78.

All U.S.-based organizations must maintain their qualifications and submit an annual report of their funding sources and expenditures to retain tax-exempt status. This is usually accomplished by submitting a Form 990, which mirrors Form 1040 for individual citizens. Form 990 is one of the key determinants used by watchdog organizations like Guidestar and Charity Navigator to monitor and evaluate the efficacy of NGOs.

See www.charitynavigator.org for financial evaluations of U.S.-based NGOs, expenses, breakdown of expenses, rating among similar NGOs, financial statements, leadership, contact information, and mission statement.

Organizations that fail to maintain their qualifications or to properly submit their Form 990, lose their tax-exempt status and are updated each tax period on the IRS website. The IRS will also suspend tax-exempt status for those organizations identified by the Department of Treasury as potentially engaged in charitable fundraising for the purpose of supporting terrorist activities per Executive Orders 13224 and 12947. A list of State Department counterterrorism-designated organizations is available online at www.state.gov/s/ct/rls/other/des/122570.htm.

In general, NGOs are considered nonprofits because the resources and services they provide highlight certain values or ideals rather than commercial gains. As values-driven organizations, NGOs rely on other individuals and entities with similar priorities to provide the means to continue their work. In general, common value transfer mechanisms include gifts, grants, contracts, and collective agreements.

Sources of Funding

Gifts are "the voluntary transfer of property (including money) to another person completely free of payment or strings."[77] In most cases, a donation of cash is generally the most appreciated as money can be transferred around the world and transformed into goods, services, and property almost instantaneously at little to no cost. Gifts may also come as donations-in-kind, which may be goods, services, or property that have value.

Although appreciated by most NGOs, donations-in-kind in the form of goods cannot always be transferred or transformed into the specific resources necessary for a particular operation or location. This is an important consideration for U.S.-based NGOs that are soliciting resources for overseas

76 Remarks of Sarah Hall Ingram, Commissioner, Tax Exempt and Government Entities, Internal Revenue Service, Georgetown University Law Center, Continuing Legal Education, June 23, 2009.

77 The Free Dictionary, "Rules of Gift-Giving," www.legal-dictionary.thefreedictionary.com/Gift (accessed November 10, 2009).

operations. For example, even though canned food may be exactly what is needed for a famine, there are incremental administrative and logistical costs in moving it from here to there. At best, a pipeline that will pick up the various costs to inventory, ship, track and distribute the donation-in-kind already exists. At worst, the donated items waste valuable time, energy, and money as the NGO tries to deliver a well-intentioned but inappropriate gift of food, clothing, or medicine.

Many times these frustrated goods end up failing to clear customs and clutter up shipping ports or disaster airfields. In some cases, donations-in-kind are inappropriate for the beneficiary (pork and beans for Jews or Muslims, for example) or have a negative impact on the economy of the local population (donating rice to a rice-growing region). Other times, as in the case of bottled water, the cost of shipping and handling equals or exceeds the amount of money necessary to create a sustainable solution, such as digging a well or installing a purification system.

Donations-in-kind in the form of services are generally appreciated by most NGOs because they has the potential to lower administrative costs otherwise be spent paying people for their time. This includes everything from the sweat equity of swinging a hammer at Habitat for Humanity or providing pro bono legal or financial consultations through the Business Executives for National Security. That said, donations of services can cause more damage than they are worth when the donor does not understand the NGOs mission or respect their operating procedures.

Donations-in-kind in the form of property or monetary securities are appreciated as a way to build up the total assets of the NGO. These resources do not necessarily offer additional resources for operational responses, however. In general terms, NGOs that specialize in disaster response operations will tend to solicit cash donations because of their liquidity, whereas NGOs focused on long-term development will be more amenable to accepting donations-in-kind.

Although an individual, foundation, or corporation may make a gift of money, property, or services to an NGO, the U.S. government will usually use either a contract or a cooperative agreement. The legal definitions for contract, grant, and cooperative agreement follow:[78]

- *Contracts.* "An executive agency shall use a procurement contract as the legal instrument reflecting a relationship between the United States Government and a State, a local government, or other recipient when (1) the principal purpose of the instrument is to acquire (by purchase, lease, or barter) property or services for the direct benefit or use of the United States Government; or (2) the agency decides in a specific instance that the use of a procurement contract is appropriate."[79]
- *Grants*. "An executive agency shall use a grant agreement as the legal instrument reflecting a relationship between the United States Government and a State, a local government, or other recipient when (1) the principal purpose of the relationship is to transfer a thing of value to the State or local government or other recipient to carry out a public purpose of support or stimulation authorized by a law of the United States instead of acquiring (by purchase, lease,

78 31 USC Sec. 6301, http://uscode.house.gov/download/pls/31C63.txt (accessed November 10, 2009).
79 31 USC Sec. 6303, http://uscode.house.gov/download/pls/31C63.txt (accessed November 10, 2009).

or barter) property or services for the direct benefit or use of the United States Government; and (2) substantial involvement is not expected between the executive agency and the State, local government, or other recipient when carrying out the activity contemplated in the agreement."[80]

- *Cooperative agreements.* "An executive agency shall use a cooperative agreement as the legal instrument reflecting a relationship between the United States Government and a State, a local government, or other recipient when - (1) the principal purpose of the relationship is to transfer a thing of value to the State, local government, or other recipient to carry out a public purpose of support or stimulation authorized by a law of the United States instead of acquiring (by purchase, lease, or barter) property or services for the direct benefit or use of the United States Government; and (2) substantial involvement is expected between the executive agency and the State, local government, or other recipient when carrying out the activity contemplated in the agreement."[81]

From an NGO perspective, the primary differences between a contract and a grant are that a grant would provide resources to the recipient for the execution of a public good rather than the specific benefit of the federal government. Because the primary purpose of transfer of resources is not for the direct benefit to the federal government, less oversight and reporting were required.

In a cooperative agreement, like a grant, resources are provided to the recipient to execute a public good rather than for the specific benefit of the U.S. government. However, like the contract, a cooperative agreement requires substantial administrative monitoring and evaluation. Thus a cooperative agreement offers the NGO a level of separation from being a direct service provider to the U.S. government, yet still requires a significant amount of administrative effort. From a government perspective, potential advantages and drawbacks are calculated somewhat differently.[82]

Although a contract is usually awarded through a competitive process and spells out the standards for the delivery of goods and services to USAID, the solicitation process can be can be time consuming and manpower intensive. Once the contract is awarded, additional staff is needed to monitor and evaluate performance against agreed standards. When no direct-hire staff are available, this responsibility must be delegated to short-term contractors, who may not be familiar with the agency rules and protocols. In other cases, this responsibility may fall to local hire staff, who may be uncomfortable with reporting irregularities in execution or might be influenced by the contractor.

Cooperative agreements and grants are also awarded on a competitive basis and could be equally time consuming in the solicitation process. However, once the cooperative agreement or grant were awarded, oversight or monitoring of the project would be minimal. Although this left loopholes for

80 31 USC Sec. 6304, http://uscode.house.gov/download/pls/31C63.txt (accessed November 10, 2009).
81 31 USC Sec. 6305, www.law.cornell.edu/uscode/31/usc_sec_31_00006305----000-.html (accessed November 10, 2009).
82 "USAID Relies Heavily on Nongovernmental Organizations, but Better Data Needed to Evaluate Approaches," GAO-02-471 (Washington, DC: U.S. General Accounting Office, April 2002), pp. 12–13.

shortcuts or inflated estimates, it did not require the agency to expend limited administrative capacity or funds on monitoring and evaluation.

Even though cooperative agreements and grants did not allow USAID to levy legal penalties or receive compensation for poor quality or incomplete work, poor execution could result in banning the NGO from funding. Blacklisting by the United States, the largest national donor in the Development Assistance Committee (DAC), could significantly damage an NGO's reputation with other donors, potentially resulting in millions of dollars lost in future revenues.[83]

Over time, USAID developed other ways to maximize the benefits of the different funding mechanisms while minimizing the drawbacks. Contracting officers started exploring variations of the traditional practices and began using indefinite quantity contracts, umbrella grants, and cooperative agreements.

In an indefinite quantity contract, a solicitation is drafted outlining product or services specifications for a specified amount of time, but without limiting the units of delivery. In this way, USAID could design specifications for a particular product, like wool blankets, and award a vendor a contract to provide a "no less than… but not limited to" clause to avoid re-competing delivery for each new operation. These indefinite quantity contracts would usually be awarded for common use items (plastic sheeting, water purification units, hygiene kits) or services (transportation of personnel, translation of documents, education and training) and last roughly three to five years. The primary benefit over a simple contract being that the program officer does not need to learn new standards or build new relationships each time the same product or service is needed.

Another way of employing a wide variety of skills and capabilities in a single grant or cooperative agreement is to award an umbrella grant. Much like hiring a general contractor to build a house, USAID would award an umbrella grant to a designated lead agency, which would oversee a consortium of subgrantees. Although no one organization would be able fulfill all the requirements of a program alone, by working together and sharing a funding source, they could.

Umbrella grants and cooperative agreements allowed USAID to use all the skills of a great number of smaller NGOs to accomplish complex or large tasks. Although umbrella grants created another layer of administrative costs and limited control over the subgrantee selection, the mechanism provided the consortium members the flexibility to assign and modify responsibilities based on changing needs without having to stay within one particular discipline or function.

U.S. Government and NGOs

The NGO's primary benefit in working with the government is that large sums of funding can be accessed immediately and augmented seamlessly over time. In some cases, contracting officers

83 OECD, Development Co-operation Directorate (DCD-DAC), www.oecd.org/department/0,2688,en_2649_33721_1_1_1_1_1,00.html (accessed November 10, 2009).

have signature authority to commit hundreds of thousands of dollars without referring back to headquarters. But though a close relationship with the government is beneficial for receiving funds, it also presents certain challenges and drawbacks that can make using government funds for humanitarian operations difficult.

Before the end of World War I, NGOs did not rely heavily on the U.S. government, for two reasons. First was American isolationism and a general lack of interest in overseas affairs. Second was a lack of federal funds.

Charitable giving and volunteerism have long been a sustaining principal throughout American history. As early as 1630, Governor John Winthrop of Massachusetts understood that, to survive, the colonists would need to "be knit together, in this work, as one man. We must entertain each other in brotherly affection. We must be willing to abridge ourselves of our superfluities, for the supply of others' necessities" and that "every man afford his help to another in every want or distress."[84]

In the generations that followed, settlers often relied on each other for mutual assistance and protection. Many times these informal compacts became the de facto governing bodies as people were thrown together on a common journey West. In most cases, these associations were built around the Christian church, which became the nexus of charitable works in the community. And though American Christian charities sent thousands of missionaries abroad, they did so primarily in the name of religious rather than national service.

World War I began to change the perception of the role of the federal government in supporting humanitarian work. With the ratification of the 16th Amendment, for the first time in U.S. history, the federal government had a significant budget collected through the income tax on its citizens. "Driven by the war and largely funded by the new income tax, by 1917 the Federal budget was almost equal to the total budget for all the years between 1791 and 1916."[85] Even so, it was not until World War II that collaboration between NGOs and the U.S. government began in earnest.

At the end of World War II, President Truman created an advisory Committee on Voluntary Foreign Aid "to tie together the governmental and private programs in the field of foreign relief."[86] Recognizing that the United States would have to provide significant postconflict development assistance for Europe if the global economy were to recover, the U.S. government reversed the Morgenthau Plan, which focused on the elimination of German industrial capability, and implemented the European Recovery Program, what became known as the Marshall Plan.

Although the bulk of the Marshall Plan's funds were channeled through organizations like the United Nations Relief and Rehabilitation Administration and went directly to national governments; there

84 John Winthrop, "A Model of Christian Charity," The Religious Freedom Page, http://religiousfreedom.lib.virginia.edu/sacred/charity.html (accessed November 10, 2009).

85 U.S. Department of the Treasury, "History of the U.S. Tax System," www.treasury.gov/education/fact-sheets/taxes/ustax.shtml (accessed November 10, 2009).

86 USAID, "A Brief History of ACVFA," www.usaid.gov/about_usaid/acvfa/history.html (accessed November 10, 2009).

was a growing recognition of the importance of NGOs like Oxfam, which formed in 1942 to donate food supplies to starving women and children in enemy-occupied Greece.

Perhaps one of the best-known NGOs established in the aftermath of World War II is CARE, then called the Cooperative for American Remittances to Europe.[87] Formed through a coalition of 22 American organizations, CARE provided food relief to Europe purchased with donations from private citizens. In this case of government–NGO cooperation, CARE provided as much as 60 percent of the private assistance provided during the Berlin Airlift, and the U.S. government provided the logistics support free of charge. On the other side of the world were organizations like the China's Children Fund (CCF), formed to help children orphaned during the Japanese invasion of China.

For the most part, these NGOs were sustained by local churches and operated on a shoestring budget. Without the benefit of the Internet or cell phones, these humanitarian missionaries solicited donations by traveling throughout the United States, sharing their stories, photographs, and world vision with local congregations. Thus, throughout this period, it was Christian charities rather than U.S. tax dollars that financed the work of many of these efforts.[88]

Between 1948 and 1951, the Marshall Plan delivered an estimated $12 billion ($100 billion in 2008 dollars) worth of food, fuel, raw materials, and equipment to begin the reconstruction of Europe. But NGOs funded with private donations had played an essential role in meeting the individual needs official sources missed. By taking the initiative to help a fellow human in need, NGOs had significantly minimized the federal government's expenses to help the world recover from World War II.

USAID

Seeing the power of humanitarian assistance to influence without force, Congress formally recognized that "a principal objective of the foreign policy of the United States is the encouragement and sustained support of the people of developing countries in their efforts to acquire the knowledge and resources essential to development and to build the economic, political, and social institutions which will improve the quality of their lives."[89] To manifest this aim, the Foreign Assistance Act of 1961 established the U.S. Agency for International Development and gave it the primary responsibility for achieving five principal goals:

- alleviating the worst physical manifestations of poverty among the world's poor majority,
- promoting conditions enabling developing countries to achieve self-sustaining economic growth with equitable distribution of benefits,
- encouraging development processes in which individual civil and economic rights are respected and enhanced,

87 CARE, "History," www.care.org/videos/truman.mov?s_src=170920500000&s_subsrc= (accessed November 10, 2009).

88 John Feffer, "Spreading the Word," Discussion Paper, Foreign Policy in Focus, www.fpif.org/fpiftxt/4835 (accessed November 10, 2009).

89 U.S. House of Representatives and U.S. Senate, *Legislation on Foreign Relations through 2002*, 87-164CC (Washington: U.S. Government Printing Office, 2003), www.usaid.gov/policy/ads/faa.pdf (accessed November 10, 2009).

- integrating developing countries into an open and equitable international economic system, and
- promoting good governance through combating corruption and improving transparency and accountability.

Buoyed by President Kennedy's promise to "those peoples in the huts and villages across the globe struggling to break the bonds of mass misery… to help them help themselves, for whatever period is required—not because the Communists may be doing it, … but because it is right," USAID recruited hundreds of teachers, engineers, doctors, and development specialists to directly implement programs on the ground.[90] By 1962, USAID had roughly 8,600 direct hire employees deployed around the world.

Embedded in the establishment of USAID and the Peace Corps, also established during the Kennedy administration, was a desire to replicate the success of the NGOs in improving the image of the United States as a prosperous alternative to communism. Locked in a political, military, and economic battle with the Soviet Union, the Foreign Assistance Act of 1961 provided a mechanism of influence with the Non-Aligned Movement or so-called Third World that would not lead to thermonuclear war.[91] Developing nations, which had not declared which camp they would support, the communists or the capitalists, often became the dual beneficiaries of a battle by potlatch.

Collaboration between USAID, the Department of Defense, and the Department of State to achieve U.S. foreign policy objectives continued to increase in strength and fraternity over the next ten years, but the loss of the Vietnam War in 1975 brought about disillusionment with the ability of development assistance to "win hearts and minds." The staff of USAID was gradually whittled down from a high of more than 10,000[92] during the Vietnam era to 3,162 in 1990.[93] As more and more experienced USAID personnel left the agency with no pension or desire to enter the private sector, they joined existing or created their own NGOs. With USAID's organic capacity to implement government programs, the number of private voluntary organizations doing the work in the field increased from 18 in 1970 to more than 190 in 2000.[94]

In 1984, understanding the need to improve coordination between the different NGO efforts, the American Council of Voluntary Service formed a merger with Private Agencies in International Development to become the American Council for Voluntary International Action, or InterAction.

90 "Inaugural Address of President John F. Kennedy" (January 20, 1961), John F. Kennedy Presidential Library & Museum, www.jfklibrary.org/Historical+Resources/Archives/Reference+Desk/Speeches/JFK/003POF03Inaugural01201961.htm (accessed November 10, 2009).

91 The Non-Aligned Movement, "Background Information," www.nam.gov.za/background/background.htm#1.1%20History (accessed November 10, 2009).

92 James Kunder, Testimony before the Subcommittee on State, Foreign Relations, and Related Programs, House Committee on Appropriations, "Buiding a 21st Century Workforce," February 20, 2009, p. 2, http://budgetinsight.files.wordpress.com/2009/02/kunder-testimony-feb25.pdf.

93 General Accounting Office, "Foreign Assistance: Strategic Workforce Planning Can Help USAID Address Current and Future Challenges," GAO 03-946 (Washington, DC: U.S. General Accounting Office, 2003).

94 USAID, "Global Development Alliance," www.usaid.gov/pubs/cbj2003/cent_prog/ocp/gda.html (accessed October 15, 2009).

The idea was to provide a collective voice that could lobby the U.S. government to take action in humanitarian activities like the Ethiopia famine. As the largest coalition of U.S.-based international NGOs, InterAction sought to leverage "the impact of this private support by advocating for the expansion of U.S. government investments and by insisting that policies and programs are responsive to the realities of the world's poorest and most vulnerable populations."[95]

With the fall of the Soviet Union in 1991, the imperative to continue development assistance to "win hearts and minds" diminished even further. The needs of dispossessed populations from the breakup of Yugoslavia, postcolonial civil wars in Africa, and poorly governed or oppressive states around the world were increasingly provided with NGO personnel, equipment, and expertise. Correspondingly, the number of international NGOs surged from roughly 6,000 in 1990 to an estimated 26,000 by 2000.[96] After decades of continuous budget and personnel cuts, USAID was eventually transformed from an agency in which U.S. direct-hire personnel implemented projects in the field to one where an increasing number of short-term contractors oversaw NGO grantees who carried out most of its day-to-day activities.

Before the end of the cold war, NGOs had been mostly engaged in long-term development work. Tied to their missionary purpose, NGOs would spend years, sometimes generations, learning the local languages, preaching the Gospel and working to improve the communities' quality of life. Dividing the world into categories and regions such as the West, the Soviet Bloc, and Non-Aligned or Third World regions limited the ability of NGOs to move freely between the different camps and become a truly global organization.

But with the breakdown of the Soviet Union and the U.S. government's curtailing or abandoning of overseas development assistance programs, NGOs were provided the ability and opportunity to become increasingly engaged in rapid response operations either as proxies or in the absence of government agencies. In many cases, this meant working in postconflict environments or the midst of a civil war. But these new opportunities brought with them a realignment of funding strategies.

Initially NGOs were able to operate in complex humanitarian emergencies with impunity because all parties saw their presence as mutually beneficial. This was primarily because of the NGOs adherence to the humanitarian imperative, the concept that the prime motivation of a response is "to alleviate suffering amongst those least able to withstand the stress caused by disaster."[97] As long as the U.S. government transferred the resources in the form of a grant with the intent of benefiting all, the aid could be "given regardless of race, creed, nationality of the recipients and without adverse distinction or any kind."By respecting the local culture and ensuring that assistance was not used to further a political or religious standpoint, NGOs were able to create a humanitarian space that allowed unarmed and unprotected individuals to work unmolested in the midst of ongoing conflicts or atrocities.

95 InterAction, "About Interaction," www.interaction.org/about-interaction (accessed November 11, 2009).

96 "The Non-Governmental Order: Will NGOs Democratize, or Merely Disrupt, Global Governance?" *The Economist*, December 11–17, 1999.

97 IFRC, *The SPHERE Project: Humanitarian Charter and Minimum Standards in Disaster Response* (Geneva: The Sphere Project, 2004), p. 317. The next edition of the handbook is expected to be published in late 2010.

Although humanitarian space did not protect NGOs from nonspecific violence or criminal activity, NGO personnel were able to work unscathed within conflict zones for months and, in some cases, years on end. To maintain acceptance of the local population and protection of humanitarian space, most NGOs attempted to ensure that only a portion of the funds they received were from governmental sources and that the government funds accepted did not carry the perception of bias.

Once a contract is used as a mechanism to transfer resources, the U.S. government creates a legal obligation of service. This in turn transforms the NGO into an agent of the government and thus a legal target for enemy combatants. Although this distinction was not an issue in the decade that followed the end of the cold war, it rapidly complicated the way NGOs managed funding as the United States embarked on the global war on terror.

By 2002, USAID was responsible for development assistance programs in more than 150 countries, but had only 1,985 direct-hire personnel.[98] USAID deployed more than 600 direct-hire personnel to oversee programs in 71 countries but was unable to staff permanent representation in the other 80 nations receiving U.S. government assistance, relying instead on NGOs. A review of USAID capabilities by the Government Accounting Office showed that in fiscal year 2000 (FY2000), "USAID directed about $4 billion of its $7.2 billion assistance funding to nongovernmental organizations, including at least $1 billion to private voluntary organizations (charities) working overseas"[99] (see figure 6.1).

Realizing that any reconstruction efforts in Iraq would exceed the staffing of the agency, USAID began readying a number of multimillion dollar agreements with NGOs to cover the anticipated requirements. This posed a number of challenges for the NGOs.

Because the development assistance was based on support of U.S. government policy objectives, funds were earmarked funds for specific projects dictating where, when, how, and thus, by extension, who received assistance on the ground. By definition, this act would change the NGO's assistance from humanitarian, providing assistance based on need, to conditional, where assistance would be given in exchange for political allegiance or military information. But perhaps more dangerous to the NGOs was the loss of perceived neutrality in the eyes of the combatants.

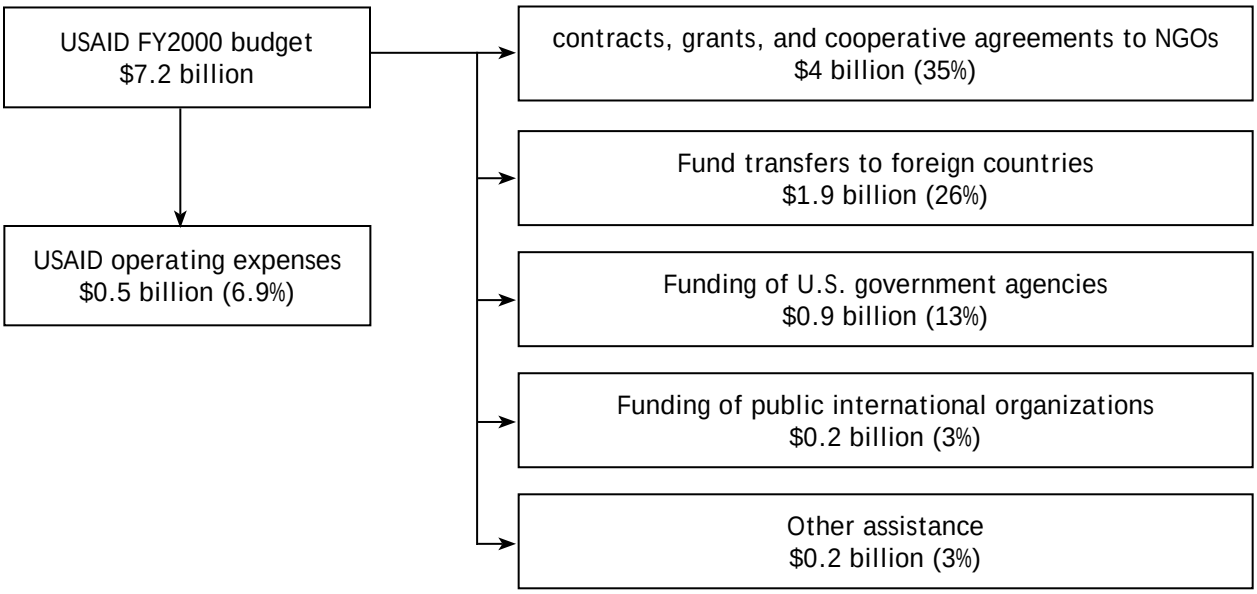
In being seen as agents of a belligerent power in an armed conflict, the humanitarian space, which had previously kept NGOs safe, was gradually eroded. This was especially challenging for those NGOs that had traditionally received a substantial percentage of their budget from government funding and was complicated by the emotional passions stirred up by the invasion of Iraq. If an NGO decided not to accept U.S. government funding, it gave the perception of being seen as being against the war and, by extension, as anti-American. This could damage potential funding streams, not only with the federal

98 General Accounting Office, "Foreign Assistance: USAID Needs to Improve Its Workforce Planning and Operating Expense Accounting," GAO-03-1171T (Washington, DC: U.S. General Accounting Office, 2003), www.gao.gov/cgi-bin/getrpt?GAO-03-1171T (accessed November 10, 2009).

99 General Accounting Office, "Foreign Assistance: USAID Relies Heavily on Nongovernmental Organizations, but Better Data Needed to Evaluate Approaches," GAO-02-471 (Washington, DC: U.S. General Accounting Office, 2003), www.gao.gov/cgi-bin/getrpt?GAO-02-471 (accessed November 10, 2009).

government, but also with the traditional NGO donor church base, whose congregations tended to support the invasion. But, given the lack of international support for the invasion, the NGOs could lose strategic access to Muslim populations by being seen as part of a resurgent Christian crusade. With more than 1 billion Muslims in the world and constituting a majority in more than 40 nations, the NGOs recognized another threshold in government–NGO relationships was being crossed.

Figure 6.1 USAID Budget Distribution



The principles of humanitarian assistance were further complicated by the broad powers granted to military commanders providing conditional aid in the field. Armed with Commanders Emergency Response Program (CERP) funds, money taken from the former Iraqi president, Saddam Hussein, military commanders engaged in what were called quick impact programs designed to gain the immediate compliance of the occupied territories.

By early 2004, military commanders working directly with local citizens to identify and respond to immediate needs with low-cost, high-impact projects spent more than $126 million on more than 5,000 education, health-care, electricity, water, and security projects.[100] And though the idea was for CERP projects to be a grassroots effort by local commanders to quickly deal with short-term needs, speed often outweighed sustainability. In cases where the Department of Defense was not closely linked with USAID, military commanders implemented programs that duplicated or conflicted with reconstruction programs assigned by USAID to NGOs.

In the breakdown of overseas development assistance from 2001 to 2007, the United States—in contrast with the United Kingdom, Canada, Japan, France, Belgium, Switzerland, and Germany—did

100 U.S. Department of Defense, "News Transcript: Coalition Provisional Authority Briefing, Commander's Emergency Response Program" (January 14, 2004), www.defenselink.mil/transcripts/transcript.aspx?transcriptid=1417 (accessed November 10, 2009).

not break out the funds allocated to NGOs to implement assistance programs into a separate category (see table 6.1). Over time, this omission may strengthen inferences that the U.S. government views NGOs as parastatal entities or that the NGOs are just a cut-out for occupying forces. At its worst, this perception might eventually erode the acceptance of the local population that protected NGOs working in complex humanitarian emergencies or eliminate the concept of humanitarian space altogether.

Table 6.1 Overseas Development Assistance, 2001–2007 (millions of US$)

Sector	*United States*	*Development Assistance Countries*	*USG% of Total*
Education	$841.41	$8,430.38	10
Health	$1,135.03	$4,338.61	26
Population policy and reproductive health	$4,477.92	$5,651.10	79
Water and sanitation	$432.14	$4,360.28	10
Government and civil society	$4,604.87	$11,565.24	40
Social infrastructure and services	$ 1,216.31	$3,252.96	37
Economic infrastructure	$3,121.84	$11,793.81	26
Agriculture, forestry, fishing	$1,222.97	$4,245.36	29
Industry, mining, construction	$220.21	$812.28	27
Trade policy and regulations	$187.49	$520.40	36
Multisector and cross-cutting	$1,159.53	$6,545.53	18
General budget support	$391	$3,126.40	13
Food aid and other commodity assistance	$539.70	$1,081.47	50
Action related to debt	$103.55	$9,761.15	1
Emergency response	$3,045.96	$6,166.57	49
Reconstruction and rehabilitation	$65.69	$698.06	9
Disaster prevention and preparedness	$44.21	$131.36	34
Administrative costs to donors	$1,394.26	$4,884.30	29
Support to NGOs	…	$2,139.69	…
Refugees in donor countries	$512.75	$1,969.68	26
Other costs	$7.66	$1,316.29	…
Total	$24,724.50	$92,790.92	27

Source: Organisation for Economic Cooperation and Development, StatExtracts, "ODA by Sector," http://stats.oecd.org/Index.aspx?DataSetCode=ODA_SECTOR.

Corporations, Foundations, and Individuals

To be able to operate independently, most NGOs, like mutual fund managers, develop a diversified portfolio across individual, corporate, and government donors. These portfolios are designed to go beyond searching for government grants in the areas noted in table 5 to actively solicit support for a specific issue, beneficiary group, or topical news item. The percentage of each funding source is usually based on the NGO's balance between long-term development assistance and crisis response

capability. In general, the more long range and development focused an NGO is, the less pressure to seek funds from sources, like the U.S. government, that might compromise their impartiality.

To do this, most NGOs rely on a variety of private sources for financial support. These include unsolicited contributions from citizen or corporate donations, gifts-in-kind contributions, foundation or corporate grants, and religious or civil society-based funding. Some NGOs receive one or the other, limiting either government or private contributions for organizational or capacity reasons, and some NGOs combine sources of funding to maximize all potential contributions. And though it may seem a daunting task, American private individuals and corporations collectively donate a greater percentage and sum of their resources to charitable organizations than the federal government does.

In raw numbers, private contributions from American foundations and companies in 2006 collectively amounted to more than $49 billion,[101] whereas official development assistance donated by the U.S. government came to only $24 billion.[102] Since the early 1970s, companies have undergone a transformation from being interested solely in making money to becoming responsible corporate citizens. This change has largely been driven by the NGOs and had its greatest impact on how companies are defining profits and the bottom line.

When the United States was originally established, there were no legal mechanisms to appropriate taxes for federal government operations. Instead, operating expenses were paid for by donations from the various states. By 1787 and the Constitutional Convention, it became apparent that taxation would be necessary to pay for expenses. Article 1, Section 8 of the Constitution gave Congress the "Power To lay and collect Taxes, Duties, Imposts and Excises, to pay the Debts and provide for the common Defence and general Welfare of the United States."

By 1792, tax receipts "totaled $208,943 this fiscal year—less than one tenth of the amount collected through customs duties. The cost of collecting this money was about twenty percent of the total revenue collection."[103] The challenges of collecting any taxes continued as people continued to move farther and farther west across America. Thus taxes initially focused on goods that required a permanent address and were not essential to all, such as liquor and tobacco.

Thus from roughly 1800 to 1900, individuals and businesses were allowed to keep almost all of their profits. During this time, businesses would donate to charitable organizations, but there was very little incentive, aside from one's conscience, for any sort of voluntary contribution that reduced profits. In the economic Darwinism of this period, the workers' hardships in the factories and damage to the environment were considered an externality the company did its best to avoid paying.

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101 Jeffrey Thomas, "Charitable Donations by Americans Reach Record High," America.gov, www.america.gov/st/washfile-english/2007/June/200706261522251CJsamohT0.8012354.html (accessed November 10, 2009).

102 OECD, DCD-DAC, "Development aid from OECD countries fell 5.1% in 2006" (March 4, 2007), http://www.oecd.org/document/17/0,2340,en_2649_33721_38341265_1_1_1_1,00.html (accessed November 10, 2009).

103 U.S. Department of the Treasury, *IRS Historical Fact Book: A Chronology, 1646–1992*, p. 16, www.archive.org/stream/irshistoricalfac00unit#page/17/mode/1up (accessed November 10, 2009).

As reflected in Charles Dickens's *Oliver Twist,* published in 1838, or the *Communist Manifesto*, published 1848, the role of business was to make a profit, regardless of the human cost. Even though the 13th Amendment to the Constitution abolishing slavery in the United States was ratified in 1865, it did little to improve working conditions. The flush labor market filled with newly freed slaves and soldiers returning from the Civil War gave business owners little incentive to focus on "relief of the poor, the distressed, or the underprivileged."

However, by the Progressive era, roughly 1890 to 1920, people began looking at the conditions in the workplace and forcing businesses to institute more human conditions. Although not formally recognized by the term NGO at the time, charitable organizations—like the Salvation Army, brought to the United States from Great Britain in 1879; United Way, established by a Denver priest, two ministers and a rabbi to address the city's welfare challenges in 1887; and Rotary, established "for the purpose of doing good in the world" in 1917—helped address the needs by those disabled by predatory business practices. With new immigrants continuing to stream into the United States every day willing and able to put up with longer hours for cheaper pay, businesses did everything they could to avoid making changes that might reduce their profits. Slowly, through trade unions and the NGOs, worker protections and business practices continued to improve resulting in the Fair Labor Standards Act of 1938, which included the first federal standards for child labor.

This attitude began to change radically in the 1960s as the Baby Boomers began to come of age. Sheltered from the worst abuses suffered by their parents and grandparents and raised with the notion that America was a force for good in the world, they demanded more, not only from the U.S. government but U.S. companies as well.

One turning point in the idea of corporate social responsibility was the publication of *Silent Spring* in 1961. The book detailed the impact of the uncontrolled use of DDT, an insecticide, had in reducing the animal (particularly bird) populations and the potential effects on human health. The book echoed concerns of NGOs, such as the World Wildlife Foundation, formed in 1961, also concerned with the endangerment of animal species and environmental degradation. When the Environmental Protection Agency (EPA), formed in 1970, finally banned the use of DDT in the United States two years later, it was a recognition of the changing focus of the American population and the power of NGOs to effect change. More directly, it sent a clear signal to businesses and corporations that the external costs must be considered when developing a product or providing a service.

NGOs like Greenpeace, formed in 1971 to protest underground nuclear testing in highly seismically unstable area, began to raise awareness of the environmental costs of relying on industry and technology to solve all the world's problems. Highly visible accidents like the partial core meltdown at the Three Mile Island nuclear power plant in 1979 and the 1984 chemical accident in Bhopal, India, validated NGO concerns about industry safety standards. The complete nuclear reactor meltdown in Chernobyl in 1986 and the Exxon Valdez oil spill in 1989 helped consolidate the view that NGOs were more than just muckraking cranks, and that, left unchecked, business practices could cause serious and often long-lasting damage to the environment. By the time the character Gordon Gekko made

his famous speech, "Greed is good," in the 1987 movie *Wall Street* the tide toward corporate social responsibility had already begun to turn.

"About one in every ten dollars of assets under management in the U.S.—an estimated $2.3 trillion out of $24 trillion—is being invested in companies that rate highly on some measure of social responsibility."[104] Of the top ten companies in the Global 500, the world's largest companies, all have corporate social responsibility programs with a link prominently displayed on their website.[105] "Companies are beginning to discover that the questions, 'How can I accomplish more good in the world?' and 'Where is the market opportunity?' are essentially the same thing."[106] Increasingly businesses are talking about working for the "triple bottom line" or "people, planet, profit" in a way that achieves social, environmental, and economic advances in a sustainable fashion. As more and more consumers demand that companies become active global citizens, the more businesses are seeking NGOs as partners to solve community relations problems.

In the past, private companies contributions to NGOs came in the form of cash donations or donations-in-kind. But as more companies develop their own corporate social responsibility programs, the focus of engagement is finding a strategic partner who shares core values. Corporate philanthropy today focuses on a trialogue of the company, which assists with funding, management, and resources; the consumers, who select the branding message of the company or NGO; and the NGO, which works to improve the local population's quality of life while increasing the company's bottom line. Table 6.2 (*see next page*) presents a ranking of some of the top foundations, corporations, and community donors.[107]

And even as companies move their production facilities overseas or search out new consumers to purchase their products, they are beginning to discover the value of the NGOs acceptance model. Rather than relying on gunboat diplomacy or the imposition of unequal trade practices to open up new markets, multinational companies are learning to tailor their messages and products match the needs and sensibilities of the local population. Much of this transformation has been driven by NGOs.

In an interconnected world with a 24-hour news cycle, anyone with a "laptop computer, a website, and an email address … can wreak havoc on a giant multinational."[108] Businesses must ensure that working conditions meet the minimum standards within the host nation.[109] But more than just avoiding bad press for poor work conditions, corporations are learning the potential of transforming today's beneficiaries into tomorrow's consumers.

104 Telos Demos, "Beyond the bottom line," *Fortune*, October 23, 2006, http://money.cnn.com/magazines/fortune/fortune_archive/2006/10/30/8391850 (accessed November 10, 2009).
105 CNNMoney.com, "Global 500: Our annual ranking of the world's largest corporations," *Fortune 2008*, http://money.cnn.com/magazines/fortune/global500/2008 (accessed November 10, 2009).
106 Center on Philanthropy, "Corporate Philanthropy: The Age of Integration" (Indianapolis: Indiana University, May 2007), p. 5.
107 The Foundation Center, www.foundationcenter.org (accessed November 10, 2009).
108 The Future 500, "About Us," www.future500.org/who (accessed November 10, 2009).
109 Atul Varma, "Sweatshops: Poverty is Awesome," www.toolness.com/nike (accessed November 10, 2009).

Called by some the "fortune at the bottom of the pyramid," businesses are finding it beneficial to work with NGOs. "The basic economics of the bottom of the pyramid market are based on small unit packages, low margins per unit, high volume, and high return on capital employed."[110] Instead of packaging products like shampoo, soap, and skin cream in large quantities for people who make less than $1 a day, companies are learning to repackage it into one time trial-size servings, and make a miniscule profit many times. Taking a new twist from Henry Ford's "sell to the masses, eat with the classes," businesses are rediscovering that making 1 cent of profit 1 billion times still equals $10 million dollars.

Table 6.2 Total Giving by Donor Type

Top foundations		
1.	Bill & Melinda Gates Foundation (WA)	$2,011,675,000
2.	The Ford Foundation (NY)	$526,464,000
3.	AstraZeneca Foundation (DE)	$517,675,952
4.	The William and Flora Hewlett Foundation (CA)	$421,400,000
5.	The Robert Wood Johnson Foundation (NJ)	$407,698,000
6.	GlaxoSmithKline Patient Access Programs Foundation (NC)	$344,193,427
7.	Lilly Endowment Inc. (IN)	$341,863,979
8.	The David and Lucile Packard Foundation (CA)	$307,935,012
9.	The Andrew W. Mellon Foundation (NY)	$300,199,000
10.	Silicon Valley Community Foundation (CA)	$291,096,834
Top corporations		
1.	The Bank of America Charitable Foundation, Inc. (NC)	$188,236,685
2.	Sanofi-Aventis Patient Assistance Foundation (NJ)	$77,414,396
3.	Wal-Mart Foundation (AR)	$110,895,707
4.	The Wachovia Foundation, Inc. (NC)	$96,909,222
5.	Citi Foundation (NY)	$96,422,843
6.	GE Foundation (CT)	$91,486,393
7.	The JPMorgan Chase Foundation (NY)	$79,895,591
8.	ExxonMobil Foundation (TX)	$75,214,761
9.	Wells Fargo Foundation (CA)	$64,359,430
10.	Johnson & Johnson Companies Contribution Fund (NJ)	$58,734,462
Largest community foundations		
1.	Silicon Valley Community Foundation (CA)	$291,096,834
2.	California Community Foundation (CA)	$216,019,934
3.	Greater Kansas City Community Foundation (MO)	$192,905,943
4.	The New York Community Trust (NY)	$166,053,450
5.	The Chicago Community Trust (IL)	$115,544,031
6.	The Columbus Foundation and Affiliated Organizations (OH)	$110,778,929
7.	Foundation for the Carolinas (NC)	$106,345,459
8.	The San Francisco Foundation (CA)	$96,511,000
9.	The Community Foundation National Capital Region (DC)	$91,206,281
10.	Tulsa Community Foundation (OK)	$87,148,870

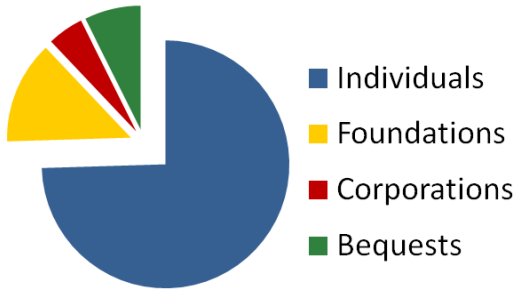
110 C. K. Prahalad, *The Fortune at the Bottom of the Pyramid* (Upper Saddle River, NJ: Wharton School, 2006), p. 24.

And, as NGOs discover that goods given away free are not valued as much by the recipient, by working with businesses and the local population, they can develop sustainable development assistance models that continue to grow and expand after an investment of seed capital. Businesses, being profit-making ventures, are more likely to scrutinize the way an NGO manages its budget than a government organization or individual donor. Thus the development of these NGO–business partnerships has had complementary benefits of making the corporation more socially responsible and aware at the same time that it encourages the NGO to be more financially responsible in its efforts to do good.

Individuals

Despite the increased focus on corporate social responsibility over the past 20 years, perhaps most surprising statistic is that individual private citizens accounted for $229 billion, or roughly 75 percent, of the total amount donated in 2008. This dwarfs the the $78.3 billion from foundations ($41 billion), charitable bequests ($23 billion), and corporations $14.3 billion, as noted in figure 6.2.

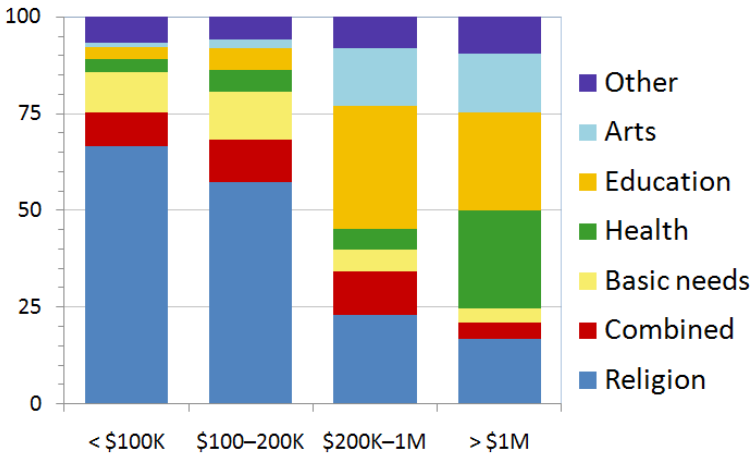
Figure 6.2 Relative Donations



Source: Giving USA Foundation, "U.S. charitable giving estimated to be $307.65 billion in 2008" (press release, June 10, 2009).

Not only do individuals donate more in terms of total amount, they also donate more as a percentage of their total income. In contrast to the federal government, which allocated only 0.16 percent of the gross national income in 2007 to development assistance; since 1964, roughly the same time as the establishment of USAID, individual private citizens have consistently donated more than 1.4 percent of their gross income to charitable causes.[111] Thud private individual donations continue to be the primary source of most NGOs' income (see figure 6.3).

Figure 6.3 Donations as Portion of Income



Source: Center on Philanthropy, "Patterns of Household Charitable Giving by Income Group, 2005" (Indianapolis: Indiana University, 2007), p. 17, figure 2.

As might be expected, the bulk of those donations go to religious charities.

Of course, this does little for the NGOs concerned with international affairs, given that fewer than 2 percent of

111 "Disaster Giving Power Point," www.philanthropy.iupui.edu/Research/giving_fundraising_research.aspx (accessed November 10, 2009).

all donations are earmarked for overseas response. When religious groups were asked if America should help overseas, 55 percent responded, "We should pay less attention to problems overseas and concentrate on problems here at home."[112] But, like the humanitarian pioneers of the past, NGOs are increasingly courting a new class of individuals to raise resources and awareness to address the problems of the future.

The first class of super-empowered individual is the magnate. Whether the Nobel Peace Prize, established after Alfred Nobel decided he wanted to be recognized posthumously as something other than the merchant of death or the Carnegie Endowment for International Peace, established from the largess of Andrew Carnegie, who wrote in *The Gospel of Wealth* that "all personal wealth beyond that required to supply the needs of one's family should be regarded as a trust fund to be administered for the benefit of the community,"[113] these individuals reshape the way the world thinks because of where they place their resources. Among contemporary examples, Bill Gates is probably the best known.

Gates, whose wealth has been as much as $100 billion, depending on stock value, has been ranked the richest man in the world on several occasions. In 1984, he established a foundation that would transfer some of the wealth accumulated through Microsoft into charitable works. Over time, the foundation grew to an organization with more than 750 employees and endowment of over $27 billion making grant payments equaling $2.8 billion (2008) to organizations in all 50 states and roughly 100 nations. With a budget of $27 billion, about the combined gross national incomes of Eritrea, Belize, Bhutan, Maldives, Guyana, Antigua and Barbuda, Gibraltar, San Marino, Saint Lucia, Djibouti, Liberia, Burundi, British Virgin Islands, The Gambia, Seychelles, Grenada, Northern Mariana Islands, Saint Vincent and the Grenadines, Vanuatu, Saint Kitts and Nevis, Comoros, Samoa, East Timor, Solomon Islands, Guinea-Bissau, Dominica, American Samoa, Tonga, Micronesia, Cook Islands, Palau, São Tomé and Príncipe, Marshall Islands, Anguilla, Kiribati, Tuvalu, and Niue combined, the Gates Foundation is less an nongovernmental organization and more an extragovernmental force.

With consolidated financial practices, the Gates Foundation can account for grants as large as $200,665,210 or as small as $500 with equal accuracy.[114] And being a business with a sense for how to manage funds, it has been able to attract other super-empowered individuals, such as Warren Buffet, ranked as the richest man in the world in 2008, to donate millions, even billions, of dollars to the foundation to expand their charitable works.[115] That said, big foundations act very much like the government and don't necessarily make it easier for all NGOs to increase their funding. The second type of super-empowered individuals does.

112 Pew Forum on Religion & Public Life, "Comparisons," http://religions.pewforum.org/comparisons# (accessed November 10, 2009).
113 Carnegie Corporation of New York, "Biography," www.carnegie.org/sub/about/biography.html (accessed November 10, 2009).
114 Bill & Melinda Gates Foundation, "Financials," www.gatesfoundation.org/about/Pages/financials.aspx.
115 Carol J. Loomis, "Warren Buffett gives away his fortune," *Fortune*, June 25, 2006, http://money.cnn.com/2006/06/25/magazines/fortune/charity1.fortune (accessed November 10, 2009).

One of the keys to donations is visibility of needs. As long as ignorance confers innocence, there is no responsibility to act on behalf of something that one is unaware of. Although not as egregious as launching wars based on erroneous information, the effects of ignoring or suppressing information that might otherwise cause people to act can be just as devastating. The Ethiopian famine of 1984 is one example of the second super-empowered individual.

During the twelve short months of 1984, a number of world events consumed U.S. leaders' attention. Iran turned the tide against Iraq and both sides escalated hostilities by attacking oil tankers in the Persian Gulf. With Israel's war in Lebanon heating up, the CIA station chief in Beirut was kidnapped and eventually tortured to death; the Marines had been withdrawn after a fatal attack on their barracks the previous year. Premier Indira Ghandi ordered an attack on Sikh separatists in the Golden Temple, resulting in her assassination four months later. To assist the insurgency against the Soviet occupation, the CIA's budget for operations in Afghanistan was tripled. That year, United Kingdom and China agreed to the terms of restoration of Hong Kong to Chinese sovereignty. U.S. support for El Salvador's military government against the Farabuno Marti National Liberation Front (FMLN) continued, as well as assistance to other Latin American nations struggling against popular insurgencies. Desmond Tutu was awarded the Nobel Peace Prize for his opposition to apartheid.

In March 1984, faced with the prospects of a poor harvest, the Ethiopian government announced that as many as 5 million people could be at risk of starvation by the end of the year. By August, the effects of the poor harvest were beginning to show and thousands of people began starving to death each day. Oxfam made the largest contribution in its 40-year history, £500,000, in an effort to spur the western governments to respond, but to no avail. Despite a bumper harvest of grain in September, the western nations declined to offer Ethiopia famine relief.

Frustrated with the lack of official interest, Bob Geldoff gathered with a number of fellow singers to record a single, "Do They Know It's Christmas," in late November, hoping to raise perhaps as much as £70,000 for the famine response.[116] Within a week of the song's release, it went to #1 in the British charts and raised £8 million by the end of that year.

This event became a watershed for NGO funding. For the first time, entertainers could play a significant role in providing resources for overseas assistance by lending their name recognition and entertainment skills to raise awareness and resources for humanitarian needs. Social edutainment, or the focus of providing educational material in a popular format, slowly became a legitimate way to reach a more secular generation that was unlikely to donate money through traditional church donations.

Major institutions like the United Nations took note and in 1988 began recruiting entertainers like Audrey Hepburn, herself a former refugee, to be what became known as goodwill ambassadors, who could raise awareness of the unmet needs of millions around the world. Some entertainers, like

116 "Do They Know It's Christmas," November 26, 2006, http://www.youtube.com/watch?v=8jEnTSQStGE (accessed November 10, 2009).

Bono, who participated in the original Band Aid, went on to become major voices for development assistance and disaster response. More than ever, individuals with star power, such as Angelina Jolie, Lucy Liu, Brad Pitt, Nicole Kidman, Mia Farrow, George Clooney, Don Cheadle, Matt Damon, and Drew Barrymore, are offering an advertising donations-in-kind to raise awareness of existing humanitarian needs.[117] But more than individual contributions to specific needs, celebrities bring a modern and secular cachet to the idea of helping others.

The last category of super-empowered individual is perhaps the most significant as well as the least recognized, the humanitarian genius. Muhammad Yunus, the founder of Grameen Bank, is probably the best known.

Grameen Bank—the word *grameen* means rural or village in Bangladeshi—was first started in 1976 as an action research project to look at ways to create opportunities for self-employment for the unemployed in Bangladesh and increase savings, investments, and income through a injection of credit. The program, which provided micro-loans to groups, turned out to be so successful that the government of Bangladesh took formally recognized the idea in 1983. A people's movement, borrowers of Grameen Bank own 90 percent of the shares and the government owns the rest.

Other individuals, such as Dean Kamen, who turned his intellect to developing a universal water purification system after building the Segway, or Eric Rasmussen, who is developing common information sharing systems with Google for disaster responses, are changing the way the world perceives, measures, and values human life. NGOs are increasingly focused on concentrating these individuals' talents, intellect and efforts and intellect through consortiums like Architecture for Humanity, where innovative building ideas are freely shared for common benefit. Technology, Education, Design (TED) forums are another example of this and replicate on a more individual level, the efforts of other NGOs like National Public Radio (NPR) and Public Broadcasting Station (PBS), attempt to raise awareness and influence value judgments.[118]

Future Trends

Perhaps one of the greatest impacts on the way NGO are funded was the introduction of the Internet: instant news, cutting across demographic lines, and instantaneous transfers of funds.

Because the Internet serves as an information commons where all can compete equally, the idea of an official voice is lost within the crowd. Rather than relying on a single source for definitive definitions, increasingly reality is defined by mass perception. This is best exemplified by the shift from Encyclopedia Britannica to Wikipedia. This is important in that the Internet allows NGOs to

117 Look to the Stars, "Charitable and Philanthropic Celebrities," http://www.looktothestars.org/celebrity (accessed November 10, 2009).

118 TED: Ideas Worth Spreading, "About TED," www.ted.com/pages/view/id/5 (accessed November 10, 2009); Public Broadcasting System, "Support PBS," www.pbs.org/aboutpbs/aboutpbs_support.html (accessed November 10, 2009).

raise awareness of injustices and humanitarian needs around the world and strip away the innocence of ignorance.

Because the Internet is accessed equally by people of all description, anyone can hear the message an NGO is sending. By appealing to fundamental human values, the NGO can reach the widest audience, as long as its website is in the appropriate language and an appealing format. And as the newspapers are discovering, because it takes little to no time to go from reporting to print, it is a far quicker way to get work out about a disaster or humanitarian crisis and can offer far more detailed information with more regular updates.

But perhaps the most empowering aspect of the Internet is the ability to transfer funds instantaneously around the world. Because banking has transformed from a centralized institution to institution process to a decentralized individually managed system, the ability to gain donations or transfer funds directly to projects around the world has increased exponentially. In addition, and significantly, because traditional transfer fees are rapidly being discarded, the economy of sending small sums of money increases. Thus, collectively, the Internet has changed the opportunities for NGO funding by providing instantaneous information on human needs around the world stripping away the innocence of ignorance, providing the information to all equally so that everyone can be aware of the needs, and creating a mechanism for sending even modest sums of money instantaneously to areas in need.

In many ways, the ubiquity of the Internet and vast number of NGOs supporting different agendas and interests have allowed a closer approximation of the democratic ideal of a government of the people, by the people, for the people. Because everyone competes equally, the traditional definition of a state being the entity with ultimate authority to use violence is slowly evolving to the entity able to serve as the framework of common values and provide human security or the means to live. Increasingly, largely through changes brought about by the Internet and abdication of government responsibility for humanitarian needs, NGOs are becoming a force of their own.

Since 1991, the importance of NGOs in international politics has increased substantially because of their willingness to take on the traditional role of providing for the needs of the population. And though the local government may have retained control over the use of violence, in many cases those entities have been unable to provide the goods or services necessary to live. Over time, support and respect for government by force is reduced to merely fear, leaving the NGOs as a moral authority amidst the chaos of humanitarian needs. Although the impacts of these changes are still being played out, the idea of NGOs as dependent organizations obliged to beg for funds to continue operations is gradually changing.

As noted earlier, not only corporations, through their social responsibility programs, but governments, in their need to show a beneficent face, rely increasingly on NGOs, in some cases to validate their work, in other cases to implement it. For those associations, funding has become less an owner-client relationship, and more a partnership of equals where each individual and group brings their specific talents and resources to accomplish a mutually agreed on goal.

In many ways, this manifests the 10th Amendment of the Constitution, which states that "the powers not delegated to the United States by the Constitution, nor prohibited by it to the States, are reserved to the States respectively, or to the people." Instead of taxing individual incomes and redistributing wealth according to a centralized top down system, governments are seeing the benefits of a whole-of-society approach.

By allowing individuals to educate themselves and make personal decisions where they want their resources to go, foreign policies and overseas responses more closely reflect the will of the people. This whole-of-society approach goes beyond the joint or interagency discussions being debated today or the public-private partnerships being tested as ways to implement programs tomorrow. With more than 1.9 million tax-exempt organizations, with combined assets represented $2 trillion in the United States alone, NGOs are the wave of the future.

Chapter 7.
NGO Coordination

Coordination is an extremely important part of international relief activities and operational efficiency. A common military misperception regarding NGOs, is that they do not coordinate, plan, or cooperate. In fact, NGOs spend much of their time doing exactly that.

NGOs depend heavily on the NGO community in any given disaster, because individual NGOs often have limited resources and need to piggy-back transportation, communication, and security elements of their programming with other NGOs. Coordination also limits parallel programming and maximizes limited funding.

Because most international NGOs that respond to international emergencies are funded by the same UN and government donor agencies, donors will often mandate or require each of its implementing partners to cooperate and coordinate their activities. As well, many NGOs operating within the same programmatic sector or within the same region, find themselves coordinating activities, transportation, security protocols, and advocacy efforts.

Executive Summary

- NGOs coordinate and are part of a community of organizations.
- NGO association value lies in their providing a common forum for discussion and debate, coordinating a common voice and advocacy efforts, and hosting professional and technical standards.
- The International NGO Council, InterAction, and VOICE are the leading global NGO consortiums-associations.
- NGOs coordinate during both regional and national emergencies, and often share resources, information, and capabilities.
- NGOs also coordinate with the UN and both national and local governments.
- NGOs and military will interface in disasters, though what happens programmatically varies.

As discussed in chapter 4, some NGOs will coordinate with military units. By communicating and sharing information about various regions, hotspots, or dangers that may exist within a military's AOR, NGOs can understand more fully where they can deliver humanitarian assistance. NGOs also seek geographical data, satellite imagery, airlift support, logistical support, landmine removal services, and other forms of assistance from militaries if there is a DOD mandate to do so.

NGO to NGO Coordination

Coordination within the NGO sector can be found globally. In almost every humanitarian disaster, NGOs will seek to immediately establish some form of coordination mechanism, often in the form of an NGO council, an association, cluster meetings, a weekly meeting, e-mail listserv, or website. Because NGOs are often the first to respond to a humanitarian disaster, this body may be the only way of coordinating the international community has during the initial stages of a disaster. As disaster response efforts progress during a disaster, this coordinating body, which may start as an informal group, often serves later as the contact point for military, government, and donor agencies to the NGO community in general.

Most NGOs participate in at least some form of coordination during a disaster. This does not mean that NGOs give up autonomy or share programming advantages: NGOs remain independent and guard their privacy and programmatic specialties, regions, proposals, funding sources and ideas closely. In using a common language, these private organizations can benefit from pooling resources (transport cost sharing, logistics services, safety and security, communications infrastructure, and the like), sharing experiences, setting standards, and organizing campaigns in responding to a humanitarian disaster. Many smaller and medium-sized NGOs, and even large NGOs with expansive programming and capacity, find it necessary to participate and contribute to coordinating bodies that share information and services. By participating in coordination meetings, smaller NGOs with limited manpower can often piggy-back with larger NGOs for assets, information, safety, transportation, and other services. Larger NGOs often seek the skills or technical expertise that highly specialized smaller NGOs often have.

Coordinating efforts are partly a manifestation of NGO communities that exist internationally. Internationally operating NGOs are part of a community that often shares knowledge, advocacy efforts, positions, opinions, resources, and labor pools. Some NGOs partake in community efforts more than others, but most find some form of camaraderie with other NGOs as well as reasons to communicate or share resources and information. Many NGOs responding to disasters today face similar challenges and resource restraints, and it is not uncommon for NGOs in the field to share housing, warehousing, equipment, and sometimes staff.[119]

In sum, NGOs coordinate with other NGOs to

- increase logistical and service capacity,
- share and obtain new information pertinent to a humanitarian operation,
- increase the weight of NGO community suggestions and appeals,
- reduce operational costs,
- increase security, and
- enhance efficiency and transparency.

Figure 7.1 shows, simplistically, how an NGO can increase both its message and, for example here, its logistical capacity.[120] If NGO A decides to work alone within a disaster and conduct its programming in refugee camp design and management, it will depend entirely on its own resources. Without any organization willing to share equipment, expertise, staff, or information, this NGO will be relatively isolated in its programming, most likely aloof to any major regional changes in condition, new practices, or developments in refugee care, and other similar programs other NGOs are conducting. If an NGO chooses not to coordinate at the initial onset of a disaster, it could waste valuable time in

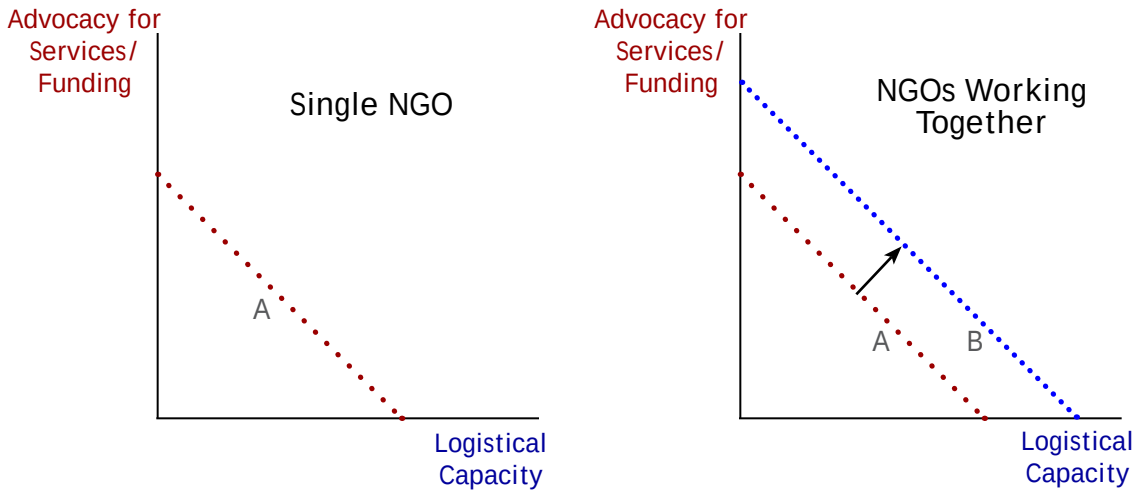
119 Some NGOs exist to provide personnel or some other service to other NGOs. Air Serv and VITA, as mentioned, both provide other NGOs with technical services. This is not necessarily staff sharing, but is a form of coordination and collaboration during an disaster. Both Air Serv and VITA are funding funded by donors with the mandate to provide other relief and development organizations with specific services.

120 This variable chosen for its simplistic characteristic. If an NGO has no trucks and does not coordinate, it has no opportunity to obtain the services of a truck when it may need one. If an NGO has no trucks and DOES coordinate, it may have the chance to use another NGO's truck should there be need and an agreement.

conducting assessments that others may have already conducted, or attempt to design or propose programs that have already been designed or proposed.

If NGO B coordinates with other NGOs in the region of concern, it can join in a consolidated appeal to donors and governments involved in the disaster. When speaking together with other NGOs, NGO B is increasing its capacity to advocate for the programs it thinks are most valuable during the disaster. Using the logistical capacity variable to express benefits for working together, it can be seen that when NGO B joins other NGOs, it has at its disposal shared convoy and cargo space, warehouses, information that may flow other NGOs working in various surrounding regions, communication equipment, and the like. When more NGOs work together, per-NGO operation costs are reduced and more (efficient) services can be delivered. The graph on the right of figure 7.1 shows an increase in both advocacy strength and logistical capacity.[121]

Figure 7.1 Increasing NGO Message and Capacity



NGO to Donor or Government Agency Coordination

In addition to coordinating within the NGO community, NGOs coordinate with lead UN agencies, government agencies, and other international organizations. Although an NGO may be required to work closely with the organization that is funding its programming, information sharing between the NGO community and the national government and UN agencies is also valuable to all organizations involved. Every organization depends on information during a disaster, and because no one organization (NGO,

121 The term *advocacy* is popular among NGOs. Although traditionally used by those organizations advocating for populations or individuals suffering from human rights abuses, abject poverty or political oppression, advocacy now is used in the context of consolidating NGO messages, demands or desires when communicating with donor agencies and government entities. NGO associations, like InterAction (explained in more depth below), tout that advocacy is a major program benefit for members. By advocating for funding, standards, safety, working conditions, and respect, the U.S. NGO consortium is benefiting its members. Single NGOs do not have the access, resources, or the luxury to lobby, advocate, or consolidate strong messages from many organizations.

IO, or otherwise) can obtain or manage all pertinent information in every sector, NGOs, donors, IOs, and the UN tend to provide and receive information in formal or informal relationships with each other. The UN, IOs, and government agencies all have access to large levels of information, normally dealing with funding, political settings, large-scale refugee movements, repatriation patterns, and region-wide public health concerns. NGOs, on the other hand, have specific on-the-ground data, understand refugee-IDP sentiments, can detect community or subregional instability, health dangers or outbreaks, and know the lay of the land when implementing relief or development activities.

How OCHA Coordinates in a Disaster

- provides emergency response tools at the start of a crisis including the UN Disaster Assessment and Coordination Team (UNDAC)
- provides search and rescue coordination in accordance with the International Search and Rescue Advisory Group (INSARAG) guidelines, civil-military coordination personnel, logistics coordination support
- helps access military assets as a last resort in disaster response
- provides management tools for use by humanitarian response agencies to assist in planning, response, and coordination

The preferred mechanism of coordination for NGOs in a disaster is the UN Office for the Coordination of Humanitarian Affairs, whose mission is to mobilize and coordinate effective and principled humanitarian action in partnership with national and international actors.[122] OCHA was established by the UN General Assembly (Resolution 46182-to strengthen the United Nations' response to complex emergencies and natural disasters and to improve the overall effectiveness of the UN's humanitarian operations in the field. It supports and facilitates the work of UN agencies, nongovernmental organizations, and the Red Cross and Red Crescent Movement and works closely with host governments, supporting them in their lead role for organizing humanitarian response in emergency situations.

In a disaster, OCHA focuses on humanitarian coordination, related policy issues, advocacy, information outlets, and funding.[123]

- At the country level, OCHA may appoint a *humanitarian coordinator* (HC) with the overall responsibility for ensuring that response efforts are well organized and coherent. This coordinator works with government, international organizations, NGOs, and affected communities. They preside in an established OCHA office set up to support the HC.
- On *policy issues* related to humanitarian action, OCHA will support the development of a common policy position among humanitarian agencies and at the international level through the United Nations.
- In *advocacy* on humanitarian issues, OCHA serves as the speaker on specific areas concerning the protection of civilians, prevention of displacement, disaster preparedness and the efficiency of humanitarian response. Each year OCHA determines its advocacy priorities

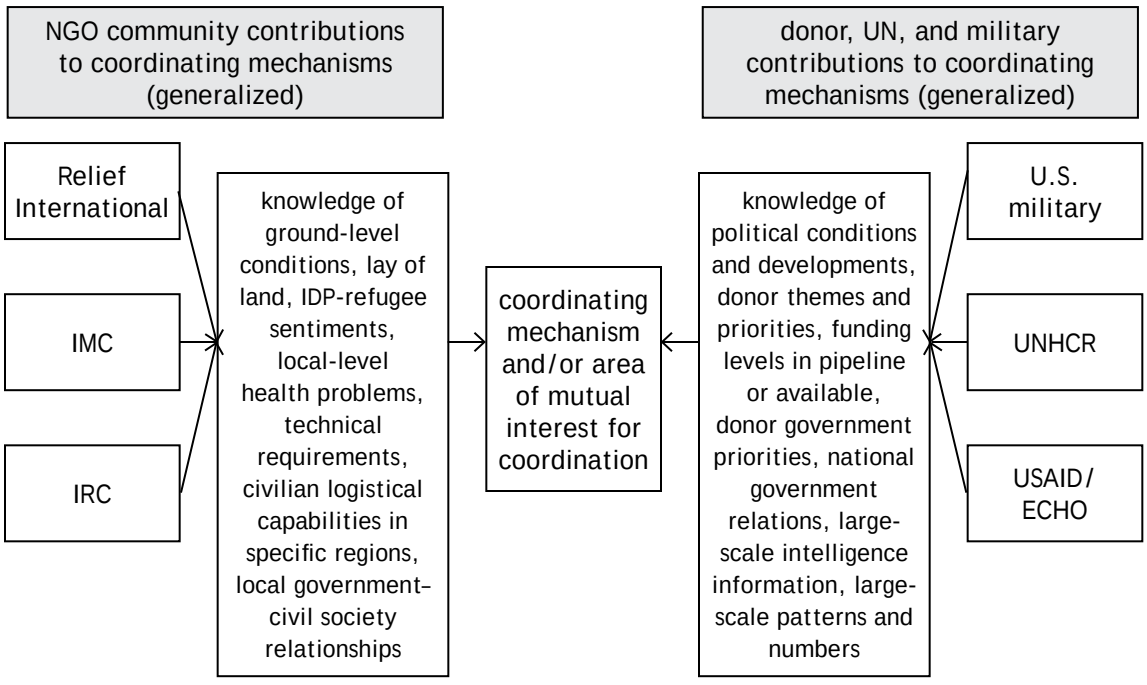
122 See OCHA, "OCHA Mission Statement," http://ochaonline.un.org/AboutOCHA/tabid/1076/Default.aspx (accessed June 2, 2009).
123 Ibid.

which can include (but may not be limited to), internal displacement, climate change, and gender-based violence.

- OCHA is the lead for *information outlets* for humanitarian actors. The following outlets are the most comprehensive and up-to-date networks for all humanitarian information.
  - The Integrated Regional Information Network (IRIN) provides news and information through text and radio services (see www.irinnews.org).
  - ReliefWeb is the global hub for time-critical humanitarian information on complex emergencies and natural disasters, and its maps and reports are some of the most valuable, well-organized information this site has (see www.reliefweb.int/rw/dbc.nsf/doc100?OpenForm).
  - OCHA Online provides an overview of key issues and challenges facing the humanitarian community and hosts OCHA's advocacy materials (see http://ochaonline.un.org).
- As to *funding* for humanitarian action, OCHA is active in improving the way in which the international humanitarian system seeks and manages funding. Through its participation in the Good Humanitarian Donorship initiative OCHA aims to contribute to improving the quality and quantity of humanitarian funding. The Central Emergency Response Fund (CERF), The Consolidated Appeals and The Financial Tracking Service (FTS) are all managed by OCHA.

Figure 7.2 presents generally the types of information that both the NGO and the UN-donor-military communities have. Because the difference in the type of information obtained during a disaster by NGOs and UN-donor-military entities is substantial, the market of information valuable to each party is correspondingly large.

Figure 7.2 Information Types



The U.S. military will want to participate in a coordinating mechanism—formal or informal—to obtain ground-level information and potentially valuable subregional population movement numbers, health problems, and ground-level themes otherwise not available. Information about funding sources, political and economic events, donor priorities, macro-scale intelligence, and other normally inaccessible information. In the cases of conflict-mediated disasters, information on unexploded munitions, landmine data, troop movements, border crossing changes, checkpoints, and other specific military information that may make NGO response unsafe, change the political landscape in displacement camps, or change displacement flows is all important to NGOs in effectively meeting the needs of displaced persons.

By working together, all entities can walk away from coordination meetings with more information than they contributed.

With regard to advocacy, the NGO community within its working groups and cluster meetings will participate in an information exchange forum and then advocate decisions, demands, or ideas on behalf of the group with regard to the needs of the displaced or at-risk persons. Without undermining each member NGO's autonomy, the association makes each voice stronger, and bolsters the NGO community presence when dealing with other large bureaucratic entities, such as the UN, militaries, and government agencies. Figure 6 shows how NGOs often work together in a common forum or coordinating mechanism that then serves as a direct advocate or contact point for other entities within a disaster setting.

NGO-Military Interface

Since 2001, new and revised DOD instructions and guidance have changed how the military interacts with NGOs and how NGOs interface or interact with foreign militaries. This subject is dealt with in-depth chapter 18 of this guidebook.

NGO Coordination at Home

Much of the coordination within the NGO community is handled in major capitals in western countries. Although most of an NGO's staff is deployed in disaster or development programs around the globe, experts, policymakers, academics, and NGO leaders are working with each other to strengthen performance, awareness, and funding levels for humanitarian affairs. More simply, NGOs come together to think; to advertise and to lobby; share lessons learned, experiences, challenges, and reports; and to create standards.

Two coordinating bodies especially important outside an immediate disaster setting are InterAction and VOICE. Both organizations serve as consortiums of international NGOs and provide a range of services to their members. A third, the International Council of Volunteer Associations, overlaps with InterAction and VOICE but is more broad than either.

- InterAction (www.interaction.org) is a consortium of 170-plus U.S.-based NGOs and NPOs that operate internationally. Some of the largest and the smallest NGOs in the world are members of InterAction, with annual operating budgets ranging from less than $1 million to more than $400 million. From specific child-rights advocacy NGOs to the larger disaster response NGOs, InterAction is the central place where many of the leading NGOs in the United States congregate and visit for information, access, and assistance. Specifically, member organizations list programming activities in disaster relief, and others list programs in refugee and migration sectors. InterAction hosts forums, an annual conference, and working committees; coordinates closely with the U.S. government, U.S. military, and the UN; and provides a large body of technical resource for member NGOs. Located in Washington, DC, it spends a considerable amount of energy lobbying specific government agencies for more attention, funding, and support for international assistance programming. InterAction is a large supporter and contributor to the Sphere Project. It also has an extensive resource collection on civil military relations that offers downloadable guidelines and policy briefs possibly helpful to the military who find themselves in the same area as humanitarian aid workers (see www.interaction.org/civmil).
- VOICE (www.ngovoice.org), or Volunteer Organizations in Cooperation in Emergencies, the European counterpart of InterAction, is based in Brussels, Belgium, and is Europe's central NGO coordination point and thought and activity center. Its website provides listings of all members, their websites, and countries of operation. VOICE publishes a widely read journal, *The Humanitarian Review* (published every two months), that normally finds its way to the hands of many relief workers, disaster specialists, policymakers, and think-tank employees. Many of VOICE's members are also members of InterAction, normally as national chapter organizations or parts of the same umbrella organization.
- ICVA (www.icva.ch), the International Council of Volunteer Associations, is a European-based and internationally targeted association established in 1962 that provides many of the same services InterAction and VOICE do, but with a wider and more varied membership list. Member organizations are involved in human rights and legal issues, advocacy, refugee and migration work, education, democracy and governance issues, and other sectors not covered in this manual.

Both InterAction and VOICE provide their member NGOs with an extensive array of services. These two bodies differ from regional NGO associations because they conduct business as an organization with independent missions, objectives and activities that may not be directly from a member NGO. InterAction and VOICE are organizations in and of themselves that exist to serve their members, but that also carry on activities aimed at promoting the organization and those objectives set forth upon foundation.

Why the fuss about these organizations? They represent member NGOs and serve as pools of thinking and resource for the NGO community, but also as stark proponents of specific efforts that normally include increasing government foreign aid budgets and levels of awareness for specific emergencies. InterAction and VOICE are lobby organizations in Washington, DC, and European capitals, and are

now integral parts of how western governments craft their foreign assistance budgets and priorities. As well, they serve as conduits of information to the public, often sponsoring advertisements or awareness campaigns nationally to promote proper donation contributions or support for their member NGOs internationally.

Chapter 8.
NGO Identification and Presence

NGOs, NGO personnel, and NGO operations do not in fact "look" like anything in particular. Sometimes identifiable by their trucks, logos, staff, or flags, NGOs are civilian organizations and do not require any form of specific uniform or standard presence. Some may argue this point, though, and suggest that NGOs are extremely sensitive to identifying themselves as major actors within an emergency. Many NGOs do indeed attempt to delineate themselves from other NGOs, from combating parties, and almost always attempt to remain distinct from any nonneutral entities within the region of operation. In recent years, NGOs have gone from visible, easily identified cars, trucks, and offices to nondescript ones. Because NGOs have become targets for violence, this is now the norm.

Executive Summary

- NGOs are staffed by largely local staff and a few expatriates, and often drive Land Rovers, trucks, and cars in emergency settings.
- In conflict areas, NGOs may not be visible.
- NGOs may use flags or large stickers to display their logo and signal their presence where they work, live, or store material.
- It may also not be expedient for safety reasons to identify their presence.

NGOs participating in disasters are visible to U.S. or international peacekeeping forces when transporting goods, managing refugee, or IDP populations, or providing medical assistance. Because there are so many NGOs, military personnel often become confused or pessimistic about working with one or another, citing too many differences between them, or an inability to tell one from another. This is normally short-sighted, and a brief review of how an NGO identifies itself in a large pool of international actors is important.

An NGO will often attempt to brand itself and make itself visible by using logos, flags, stickers, labels, websites, t-shirts, and jackets. Although not normally a formal area of study or even of concern, at least identifying the more common NGO icons that are now somewhat common in humanitarian disaster settings is deemed essential to this guidebook.

The most identifiable aspect of an NGO is its logo. These are used on office doors or compounds, personnel vehicles, trucks and containers, letterhead and correspondence, and sometimes flags. The logo is one way to indicate location for coordination purposes, beneficiary benefit, or donor sight. Table 8.1 presents several well-known logos (*see following page*).

Identifying NGO Personnel and Equipment

With very few exceptions, NGOs traditionally have not used uniforms and normally do not impose a dress code on their employees and volunteers. Many NGO employees will wear their NGO's logo on shirts, coats, or hats, and often will also wear an armband or some other form of insignia that separates them from local populations or other international staff in the area. International staff that

still fall under the rubric of expatriate are also often visible if their physical features differ from that of the local population of the country or region in question.

Table 8.1. NGO Logos

Oxfam	Oxfam America	World Vision International	World Vision
Medicines San Frontiers (MSF)	Médecins Sans Frontières	Action Against Hunger	Action Against Hunger
Catholic Relief Services (CRS)	CRS Catholic Relief Services	International Medical Corps (IMC)	International Medical Corps
International Rescue Committee (IRC)	International Rescue Committee	Danish Refugee Council	DRC Danish Refugee Council
CARE	care	Relief International	Relief International

That is, there is no easy way to identify NGO personnel. Instead, and to generalize grossly, many NGO personnel wear what has become seemingly if informally standard—multipocketed vest (normally tan or black), khaki pants, chukka boots, and sometimes a badge with an ID card or insignia. Medical personnel often wear or tote fanny-packs filled with essential tools and medicines, and engineers and logisticians often carry small tool belts. Again, these are generalizations, but it holds true that often expats are largely identifiable by their clothing, physical stature differences, skin color differences, and association with other similar expats (see chapter 5 for a more in-depth discussion).

NGO personnel almost always require personal transportation within the emergency-affected region. Smaller organizations often rent local cars or hire a taxi for an extended period of time during the assessment or initial onset period. In traveling between cities or rural areas, programs or regions, smaller NGOs find major challenges in providing the most basic of transportation for its personnel. Larger NGOs with more capacity will often bring in large four-wheel drive vehicles or rent

vehicles locally. Some NGOs will also hire individuals locally to drive the vehicles and care for them (maintenance, security at night).

NGOs use many of the same types of vehicles. Obtained from the UN when implementing UN-funded projects, and sometimes purchased or leased, four-wheel drive vehicles are popular for rugged and sometimes not-so-rugged areas. Table 8.2 identifies vehicles representing a few of the types NGOs typically use in emergencies.[124]

Table 8.2 Emergency Vehicles



Pajero 2.8 GL Station Wagon 4x4



Toyota Hi-Lux Double Cabin Pick-Up 4 x 4



Hi-Lux with NGO logos on side panels



NGO-owned refueling truck

Other types of vehicles are used as well. NGOs often buy used vehicles on the local market, rent local vehicles, or hire drivers and their vehicle for periods of time. Many cited cases show that NGOs will pay drivers more than national medical staff during emergencies because keeping a good and flexible driver is essential to the health of any program. Drivers are often more than chauffeurs. Serving as guides, translators, and junior logisticians, they become essential to any new NGO program during an emergency.

Depending on the type of disaster and conditions of the region, NGOs often will set up at least two distinct locations within an area of potential operation: one for working or storage (or both), and

124 These photographs were taken from the Bukkehave Corporation website. Bukkehave is one of the largest providers of vehicles to the UN in HAOs, and many of their vehicles are given directly to the implementing partner NGO. The Bukkehave website offers catalogues of the vehicles it supplies. All images, trademarks, names, and copyrights belong to Bukkehave (www.bukkehave.com).

the other for living. By renting a house, office space, a hotel room or often enough putting up a tent or temporary structure, NGOs set up shop where the staff will work, coordinate, communicate, and store supplies. A second location is often established to house personnel. Although sometimes office and living space are shared, it is not too uncommon for an NGO to set up a separate living quarters to support an operation. This is a generalization, and depending on the size of the NGO and the type of program, an NGO can easily have more than two offices and numerous living quarters. If the NGO is operating programs that distribute material, storehouses or warehouses are used and most often rented from local owners.

In Kosovo in 1999, a number of NGOs and IOs established living and working quarters in a few residential areas just outside the downtown area of Pristina, Kosovo's provincial capital. Immediately after NATO forces moved in and made the environment somewhat safe for NGOs to operate in more actively, NGOs began setting up office and living quarters in the same areas. NGOs would hire Kosovar Albanians to assist in finding and then negotiating the terms for a leased house or office space, and Albanian families would often willingly move out of their homes to take advantage of the high rents they could charge the NGOs. NGO logos began popping up on gates outside of the homes and on garages, and soon larger four-wheel-drive vehicles and NGO personnel dominated this area of the city.

Conclusion: NGO Staff Levels "Positively" Diverse

NGO personnel are diverse. They come from all backgrounds, cultures, races, and are of both sexes and all ages, some very young and some very old. They are competent and dedicated to their mission. While NGOs often employ young staff members, there is normally a management structure that is in tact and accountable.

An NGO's diversity is often one of its primary assets. With diversity, an NGO may be able to take advantage of multiple points of view, shared experiences, regional and language expertise, and a generally adaptable work force. With a number of nationalities, an NGO can move into more emergencies in different regions with confidence that any one of its staff members has a deeper understanding of some aspect of the emergency operation, the population in need, the climate, UN politics or economy, and that this will reflect positively in the NGO's operation.

Many people outside of the NGO community are critical of the perceived lack of accountability or management structures among NGOs. Although this can be true of smaller organizations, most established NGOs are well staffed and capable of coordinating and operating in emergency settings.

Part 2.
NGO Capacities and Services

Chapter 9.

NGO Emergency Deployment and Response

NGOs participate in all facets of an emergency, from development and early warning activities before an emergency, immediate and relief-oriented activities during an emergency, and reconstruction efforts afterward. This chapter outlines briefly various elements of an NGO emergency deployment and activity throughout all stages of an emergency.

This manual uses the term *emergency* loosely, but it is valuable to define various stages of an emergency to better understand where NGOs fit in. Whether it is a natural disaster (such as an earthquake or tropical storm), ongoing civil war, new conflict, full-scale intrastate war, or major poverty, NGOs approach emergencies in various ways, and often depending on the stage of an emergency. This guidebook turns away from more technical literature concerning stages of an emergency, and emphasizes the clear periods of NGO involvement. The three phases, simplistically, that NGOs are involved in are the preemergency or onset, the emergency itself, and the aftermath. NGOs respond at each stage.

Executive Summary

- NGOs participate in all facets and stages of an emergency.
- Different NGOs specialize in responding to various stages of emergencies.
- NGOs are quick, nimble, and largely free-roaming organizations strapped only by their budgets or self-imposed mandates.
- NGOs are not always on their own able to manage major logistical efforts, large population movements, major food or water provision, or communication tasks.

NGOs and the Preemergency Phase

International NGOs that respond to humanitarian emergencies are often already involved in development projects in the affected region or country. Whether the emergency is natural disaster or war, chances are good that at least a few international NGOs are familiar with its territory, populations, and problems.

Poverty-stricken regions tend to be more affected than others by large-scale disaster and conflict.[125] Although a developing country may be able to manage and limit the loss of life or physical damage during an emergency effectively, population displacement, disease outbreak, crumbled infrastructure, high indirect death count, and slowed political and economic development are not uncommon.[126]

Development activities beforehand play a key role in defining NGO responses to emergencies. Given that NGOs are particularly active in poorer countries and regions, and because these are (as noted)

125 Debate rages over what to call poor countries. *Developing country* is used most here, whereas in other publications, the terms *Third World*, *highly indebted poor countries* (HIPCs) or the *South* are used to denote countries lacking the economic growth rates, production, or well-being of their counterparts in the West, the North, or developed community of states.

126 Frederick Burkle Jr. and P. Gregg Greenough, "Impact of Public Health Emergencies on Disaster Taxonomy, Planning, and Response," *Disaster Medicine Public Health Preparedness* 2(3)(October 2008), pp. 192–99.

often the hardest hit by natural disasters or conflicts, development NGOs are often the strongest agents of relief delivery and solid emergency response programming once conditions become acute.

A short list of development activities includes

- developing public health infrastructure, including rehabilitation or building clinics and hospitals, training doctors and medical personnel, upgrading equipment or fixing old equipment, and providing public health education;
- building educational infrastructure, often building or repairing schools, developing curriculum, and providing school materials;
- supporting or enhancing local infrastructure, including roads, water, sewage, and electrical systems; and
- developing legal infrastructure, human rights education, and political party capacity building.

Much of the work of international NGOs is only a portion of larger assistance packages. Development NGOs—often the same that respond to emergencies—develop capacity, tools, knowledge, trust, and a working fluency of ground-level conditions before the emergency ever emerges. These NGOs can easily transfer the knowledge and much of their capacity into a response mode. Large organizations such as CARE, CRS, World Vision, Relief International, and Church World Service can also readily turn their organization's expertise to developing emergency responses and consolidating resources quickly. Their development programs may be managed by different departments, offices, or even country-level chapter organizations, but these all draw from the same best practices, personnel, equipment, and logistical expertise.

As well, trucks that may have been part of a rural farming development project or an intimate knowledge of the region's border and importing procedures can greatly ease or facilitate incoming international relief responses. These NGOs also have relationships with donors that can easily be leveraged to expedite the funding process for new emergency programming. Foundations, government agencies, and UN departments often take months (or longer) to initiate an implementing partner agreement for any type of grant or contract award. If an NGO has a working relationship with a donor, it can easily assess, confer, and apply for funding much more quickly than otherwise.

Development NGOs and NGOs active in preemergency settings are also valuable for early-warning activities. NGOs operate at the ground level of a region or country, and often are the first organizations to witness or experience an activity or event that may lead to more serious conditions in the future. Whether ethnic or religious violence, storm conditions, food security, or drought, NGOs can relay information to coordinating agencies, the local government, the UN and donors as it arrives. Through NGO associations, early warning information can be collated, organized, and passed off to other pertinent entities as a comprehensive body of data.

Considerable attention is now being paid to early warning activities. Thanks to an extensive network of NGOs that feeding information into central databases, the international relief and development

community has a fair idea of what problems currently exist, and where local problems might evolve into larger humanitarian emergencies. Many websites have been developed to monitor and publish information pertinent to early warning analysis and activity.[127]

Table 9.1 Early Warning and Disaster Alert Websites	
IASC Humanitarian Early Warning Service (HEWSweb)	www.hewsweb.org/home_page/default.asp HEWSweb is an interagency partnership project aimed at establishing a common platform for humanitarian early warnings and forecasts for natural hazards. Its main objective is to bring together and make accessible in a simple format the most credible early warning information available at the global level from multiple specialized institutions. This website displays the latest forecasts, reports and alerts on drought, floods, tropical storms, locust infestation, El Nino, earthquakes, and volcanic activity. It has dedicated pages for each of these natural hazards and includes additional references and resources. In the near future, HEWSweb will also offer the opportunity to access and share information on sociopolitical crises.
Global Disaster Alert and Coordination System	www.gdacs.org The Global Disaster Alert and Coordination System provides near real-time alerts about natural disasters around the world and tools to facilitate response coordination, including media monitoring, map catalogues, and its Virtual On-Site Operations Coordination Centre.
Humanitarian Information Centers and Partners	www.humanitarianinfo.org A space where the humanitarian community can share and access information resources in order to improve the planning and delivery of humanitarian assistance. A provider of information products and services that enable the humanitarian community to deliver assistance more effectively, following principles of good practice in information management. A focal point for data collection, analysis and dissemination in support of the provision of humanitarian assistance, developing and supporting data standards. A facilitator for initiatives and activities related to information management in the field, particularly in collaboration between other humanitarian actors in support of existing coordination structures. An advocate for a culture of information-sharing in the humanitarian community, generating awareness of good practice and making it possible for agencies to develop common standards and practices in the field.
Global Information and Early Warning System on Food and Agriculture (GIEWS)	www.fao.org/WAICENT/faoinfo/economic/giews/english/giewse.htm GIEWS is a major source of information for NGO personnel managing early warning activities and potential trouble-spot monitoring. It is supported by the UN Food and Agricultural Organization (FAO).
Global Early Warning System for Major Animal Diseases, including Zoonoses (GLEWS)	www.who.int/zoonoses/outbreaks/glews/en GLEWS is a joint system that builds on the added value of combining and coordinating the alert mechanisms of FAO, OIE and WHO for the international community and stakeholders to assist in prediction, prevention and control of animal disease threats, including zoonoses, through sharing of information, epidemiological analysis and contribute to joint field missions to assess and control the outbreak.

127 See annex 2 for a more extensive list of selected humanitarian-oriented websites.

Global Outbreak Alert & Response Network (GOARN)	www.who.int/csr/outbreaknetwork/en Earlier WHO and partners started the Global Outbreak Alert & Response Network with the aim to combating the international spread of outbreaks among humans, ensuring that appropriate technical assistance reaches affected states rapidly and contributing to long-term epidemic preparedness and capacity building.
Early Warning System (FEWS)	www.fews.net FEWS is a resource for individuals seeking information on food levels, weather, news and resources for famine and CHE effects on food levels and food security. FEWS is supported by USAID.
Forum on Early Warning and Response (FEWER)	www.fewer-international.org FEWER International is a global coalition of nongovernmental and governmental agencies and academic institutions working to promote coordinated responses to violent conflict
INCORE	www.incore.ulst.ac.uk/cds/countries INCORE is a good online source for information on activities, publications, and events.
International Crisis Group (ICG)	www.crisisweb.org Extremely thorough and in-depth, ICG is a leading think tank that publishes periodically on international conflict. All reports are free.
Minorities at Risk Project	www.cidcm.umd.edu/mar The Minorities at Risk (MAR) Project is a university-based research project that monitors and analyzes the status and conflicts of politically active communal groups in all countries with a current population of at least 500,000. The project is designed to provide information in a standardized format that aids comparative research and contributes to the understanding of conflicts involving relevant groups. Selected project materials on more than 283 groups (the MAR database and codebook as well as detailed historical chronologies) are available for researchers, public officials, journalists, students, activists, and others interested in the topic. The project also has collected data on 118 ethnopolitical organizations representing MAR groups in the Middle East and North Africa.
African Conflict Journal	www.africanconflict.org The African Conflict Journal is an online resource for news and information on current and developing conflict in Africa.
OFDA/CRED Database	www.cred.be This website is dedicated to providing data on more than 12,000 disasters. Normal users include national governments, NGOs, UN agencies, and academic institutions.
WHO Health Action in Crises	www.who.int/disasters Sponsored and hosted by the World Health Organization (WHO), this resource is a popular destination for not only early warning information, but also for disaster and emergency information.

Surveys and assessments are also key elements during the preemergency phase. Many suggest that assessments come primarily after an emergency has been declared or is apparent, but just as many organizations include surveys and assessments in preemergency settings. Some emergencies are not predictable, but others are. Large-scale famines, food shortages, and often conflict or ethnic strife can

be predicted to some degree, and early warning activities often can alert the international community of the need for action.[128] What happens then?

NGOs respond to many preemergency and emergency settings with assessment or exploration teams. If a country or region is thought to be slipping into a large-scale humanitarian emergency, many NGOs will send small groups of experts to identify the root causes of the emergency, specific infrastructural and technical data, population movements, food and water resources, roads, ports, airstrips and bridges to serve as relief supply hubs, and other factors that help identify need, capabilities, challenges and potential focus for the international community.

Although the assessment phase is complex and the focus of much professional consideration and debate, NGOs use assessments several ways:

- to identify types, numbers, and places of needy populations;
- to identify specific requirements for needy populations;
- to identify general political, economic, cultural, ethnic, religious, geographic, and climate factors that may be pertinent to an international response;
- to define areas of most need;
- to define relationships with national and local government entities, ministries of health and interior, local NGOs, civil society groups, and populations at risk; and
- to define appropriate resource levels, methods for implementation, and general requirements for NGO-specific or international community-wide deployment of aid programs.

USAID recently convened a technical working session for the Standardized Monitoring and Assessment of Relief Transition (SMART) group. Although it focused primarily on food security and nutritional surveys, it reveals a few important points. First, NGOs, government, and UN agencies are all striving aggressively for a series of standardizations for collecting data. This means that until now, NGOs and other agencies that have conducted initial surveys during humanitarian emergencies have been using different frameworks to report their findings. By attempting to create standards and by using central store-houses of data, NGOs and other agencies may also be able to cut down the redundancy, inaccuracy, and variations in the methods used to collect data during surveys or surveillance studies. When a disaster hits, displaced populations (DPs) need assistance. When multiple NGOs survey the same area or conditions but use different methods to collect data and report their findings, the results can be complicated and inefficient.

NGOs are effective at rapid assessments, coordinating information with donor and UN agencies, and turning information into implementation for specific humanitarian operations. Information-sharing

128 The digestion of early warning data is another story, and it is often difficult to estimate the success of various early warning programs. Rwanda is the perfect case for criticizing early warning capabilities. Many critics of the international community's response to Rwanda suggest that early warning data can be clear and solid and still illicit no international response. Politics matter, and if the international community does not act on data obtained, does not make sense of the data obtained, or ignores the data obtained (for any specific reason), little use of the early warning system is had. With clear calls from NGOs, religious organizations, government, and military agencies, the UN, the United States, and many EU nations did little to prevent genocide in 1994 in which up to (and potentially more than) 800,000 people were killed.

between NGOs is often another story, and will be covered in more depth in later chapters. This is not always the case with larger bureaucratic systems. Information is digested and distributed to appropriate NGO staff members, and within a few days, an appropriate plan can be created. During the preemergency phase, assessments often are carried out to be prepared for subsequent emergency conditions in that country or region. NGO assessments are often used by USAID and other government agencies, and NGOs will often piggyback on OFDA/DART assessments.

Top NGO Reference Publications

- UNHCR. *Handbook for Emergencies*, 2nd ed. (1999)
- USAID/OFDA. *Field Operations Guide*, version 3.0 (1999)
- Frederick Cuny. *Disasters and Development* (Dallas TX: Intertect Press, 1994)
- The Sphere Project. www.sphereproject.org

When a country or region becomes an emergency setting, NGOs are often prepared and capable of acting immediately because of their activity in the preemergency phases. NGO activity within the emergency phase can also be well thought-out, practical, and effective.

NGOs and the Emergency Phase

As military and government officials now know, NGOs will be found operating in humanitarian emergencies. Even when conditions are at their worst, civilian-led efforts to provide for EPs dominate the landscape of complex humanitarian emergencies (CHEs), disaster settings and generally bad places. NGOs have responded to almost every humanitarian emergency around the globe (including disasters within the United States), and very few CHEs are sever enough to keep out relief workers. Chechnya, parts of the Democratic Republic of the Congo (DRC), parts of Colombia, the Timors, and Sri Lanka are a few places known for their no-man's land status for NGOs and are difficult to work in. This is not to say that NGOs do not work there, but only that one may be hard-pressed to see a Range Rover, chukka boots, a tan vest, or a generally expat-looking relief worker often, though they're most likely nearby.

When an emergency strikes, whether natural or man-made, NGOs respond in various ways:

- deploying medical teams and basic medical supplies immediately to treat the most severely affected persons;
- deploying assessment teams to survey the damage, take count of potential needs, and promptly report the needs of the EPs;
- establishing communication systems for NGO personnel (often done by UN or IO agencies specializing in this field);
- delivering various relief supplies, including food, medical equipment, and medicines;
- initiating public information campaigns to raise money for and awareness about the crisis;
- coordinating efforts with other agencies and organizations within the emergency-affected area, granting other funding agreements, and so on;
- establishing territory or sectoral strongholds throughout the emergency-affected area for funding purposes and to spread out specific comparative advantages.

Larger NGOs often bring in their own supplies from nearby programs in neighboring regions. This can include trucks, generators, relief materials, tents, nets, cans, and sometimes food. Smaller NGOs often solicit for funds first to procure relief material within the region or from outside sources during the emergency.

Depending on whether the emergency is a rapid or emerging onset, NGOs will react in various ways.

Rapid Onset

If an emergency is an earthquake, tsunami, or hurricane, disaster effects are immediate. Populations are displaced, infrastructure is damaged and the means of meeting primary needs have often been removed as a result of the disaster. NGOs respond by arriving, quickly assessing humanitarian conditions (rapid assessments), and then distributing immediate services aimed at alleviating the most dire of affected areas and those primary needs that have been stripped away. Primary medical care, food rations, water, and temporary shelter are normally key focuses of an immediate emergency response while damage is surveyed and cleaned or repaired.

It has been suggested that any international humanitarian response to emergencies should aim at providing the local population with skills and capacity to rebuild their lives themselves—both during and after an emergency.[129] Although international resources and some expertise may be required in many instances, that local NGO staff should be trained and equipped with the knowledge to continue the development process after the initial emergency response period ends.

Rapid onset emergencies are obviously more difficult to deal with. Humanitarian needs of the EPs are difficult to assess in tight time frames. NGOs are pressured to arrive, orient themselves, and then immediately figure out what needs to be done while somehow delivering services. This is not always the case, and when NGOs or humanitarian agencies are familiar with the lay of the land, there is less of a learning curve. Still, NGOs face difficult tasks. With help from government and donor agencies, NGOs can normally begin providing services that are of immediate concern even as they perform assessments and surveys for larger or more intricate projects.

Gradual Onset

If the emergency has a more gradual onset, NGOs have a harder time mustering resources for full-scale responses. The term *gradual onset emergencies* is often synonymous with *complex humanitarian emergencies*, noting a deterioration of humanitarian conditions over time. Crude mortality rates (CMRs) increase slowly, no major political or natural events occur to spark attention, and the deterioration of humanitarian conditions are often the result of complex conflicts, civil wars, or civil strife. This often makes it hard for NGOs to access all portions of the needy populations.

NGOs participate in gradual onset emergencies often by using a part-relief and part-development approach to delivering humanitarian services. This assistance is much different than that in rapid onset emergencies. In gradual onset emergencies, NGOs are faced with the challenge of needing to

129 Frederick Cuny, Disasters and Development (Dallas, TX: Intertect Press, 1994).

provide for various EPs even as conflict or continuing emergency conditions make it impossible to establish any permanent relief or development structure.

More clearly, in gradual onset emergencies, NGOs must face the difficult task of working with a *continuing* emergency. A rapid onset emergency goes as quickly as it comes, though it may happen again or the effects may be felt for some time in various ways. Gradual onset emergencies continue to grind down humanitarian conditions without respite, however. NGOs face the challenge of providing for needy populations, staying politically neutral, and developing sustainable ways of maintaining programs. Donor fatigue often kicks in, and operation fatigue often chokes an NGO's willingness to pay the high costs of operating in unsure or unsafe conditions. Chechnya is a good example. Because violence still has a grip on the entire region, relief agencies have had a difficult time providing emergency services to the populations within Chechnya, and in establishing solid networks and structures for continued humanitarian assistance. NGO employees often get burned, injured, demoralized, and often professionally frustrated in such conditions, which makes an operation that much harder.

Still, in most CHEs and gradual onset emergencies, NGOs have done anything but given up. With incredible stubbornness and display of dedication, NGOs have operated in places like Sudan, Angola, Chechnya, Burma (Myanmar), Cambodia, Colombia, and others most people would think of as the last place to visit or work with diligence and persistence. In many instances, the NGO sector has developed a system of specialization in which many participating organizations work to delineate tasks depending on specialization, expertise, capacity, or size. For example, the continued and harsh working conditions of southern Sudan have forced NGOs to work closely together and with donors to establish AORs and methods to better distribute the capacity of the civilian sector.

In places like Somalia, Albania, Kosovo, and Iraq, NGOs have worked side by side with military units, have been directly engaged in the planning process, and have implemented humanitarian assistance amidst continuing violence. NGO personnel, in many places globally, are in danger every day, and often are victims of violence or the generally harsh conditions of an emergency setting.

NGOs that do focus on providing long-term emergency assistance are, as mentioned, challenged with keeping streams of project funding in the funding pipeline. Because longer-term emergencies are often forgotten in the wake of a new or more urgent emergency elsewhere, NGOs struggle to keep donors engaged and willing to expend funds. This is a substantial challenge.

NGOs have come up with various ways of getting around the seemingly insurmountable challenges:

- establishing strong NGO networks to share lessons, experiences, infrastructure, capacity, and security within an emergency-affected region;
- continually waging public relations campaigns on specific and often forgotten emergencies, both from the field and from headquarters;
- establishing regional capacity, often keeping staff, equipment, and relief supplies as near as possible to beneficiaries who may be in inaccessible areas, ready for delivery on a break in

violence or the conditions that normally prevent the immediate delivery of humanitarian assistance; and
- providing strong and unified lobbying efforts to the UN and other governments, often by giving reports or accounts of what is happening on the ground.

NGOs and the Postemergency Phase

After the most devastating and chaotic stages of an emergency are passed, conditions settle into a normal buzz of activity. NGOs focus on managing their displaced population assistance programs and begin to tailor specific programs for specific subgroups of the affected population. Women, children, the elderly, and minority groups are often given special attention. NGOs also begin to undertake more in-depth assessments and surveillance and continue to advocate for more international support for the emergency.

International response normally begins to taper off after the height of an emergency, and though the media may begin to look elsewhere for footage, NGOs normally stay the course. Although focusing at first on emergency programs, many NGOs specialize in providing services to EPs that extend into development-oriented programming. Local capacity building, specific training, education, and economic development are all potential positive externalities that stem from NGO activity during and immediately after an emergency.

NGOs that specialize only in emergency response will often leave the area after the crisis ends. MSF, for example, does so because its primary focus is immediate emergency medical services. Other NGOs may scale back their emergency teams and capacity and begin shifting to more development-oriented programs that will assist the community in the future. Albania is a good example: NGOs arrived to provide Kosovar Albanians assistance while they were refugees in Albania. Once they returned to Kosovo, many relief agencies remained in Albania and used their newly established capacity to help rehabilitate hospitals and clinics, schools, water systems, and roads. Many NGOs are multisectoral and deliver humanitarian assistance during emergencies while also providing development assistance to EPs in the same or similar settings.

Often NGOs are limited by the type of donations they receive. For those that operate on private donations only, the time and scope of activity is limited by the time the NGO can and wants to operate during and after a given emergency. NGOs that depend on grants may see funding dry up after the emergency is over, and thus have to pack up and go home. This is common. Many UN, US and EU grants are short term and provide funding only for emergency-response oriented programs. NGOs that want to remain in the region must establish new relations with new donors (often the same donor agency but in a different office or department) and get funding for postemergency or development programs. This transition is often difficult.

Sample Deployment Schedule

NGOs are often the first humanitarian organizations to arrive in an emergency scene. Once an emergency hits—should it be a new emergency and rapid onset—an NGO has any number of transportation options to move a small team of personnel inside the affected area. Government agencies and military units are hard pressed to meet this agility, and many times military or government personnel will find that on their arrival, they're greeted with NGO staff members who have been in-country for some time. This is an obvious advantage to having a small organization, few rules or regulations governing deployment or travel, and flexible staff members devoted to a profession of responding to emergencies.

Should an emergency hit an unsuspecting population, or if a CHE gets dramatically worse, NGO deployment may look something the schematic presented in table 9.2.

Table 9.2 NGO Deployment

Stages	***NGO Action***	***Day***
Emergency onset or rapid deterioration of CHE announced/information made public	NGO obtains information about emergency from public or normal information channels (CNN, the Internet, e-mail discussion lists, newspapers, field reports) and convenes meeting of senior-level staff (directors, program-specific officers, regional officers and managers). Situation is analyzed, information briefings and discussion are held on what can and should be done. Working group established and key staff members assigned to steer NGO activity for the emergency. Maps and country data are compiled by lower program officers and contacts with donors, other NGOs, and field offices (if applicable) are made to get more information.	1
Emergency onset or rapid deterioration of CHE	Assets in region or available generally if the NGO has nearby programs are reviewed. Contact made with program or country directors of NGO's programs in area; initial assessments given over e-mail or telephone about what the NGO can do for this emergency and what assets can be used to deploy to new emergency.	1 and 2 (time differences often must be considered)
Onset settles into humanitarian emergency, displaced populations, and substantial EPs; international community sets in motion assessment	NGO decides whether to send assessment and initial response teams from HQ or regional area; if yes, personnel on staff or contracting specialists are contacted and oriented and dispatched with various equipment (often a tote bag or container with medical equipment, a satellite phone, field guides and other general purpose equipment). Donor or other assessment reports may be released to the NGO community.	2 and 3

International community response	NGO personnel enter emergency-affected area and begin assessments. NGO personnel attempt to coordinate activities with HICs, other NGOs, and government or donor agencies. If military units are involved, interaction with CMOCs or liaisons is also a priority. Housing established for NGO personnel; drivers and translators hired; assessment teams hired; often local medical personnel hired or recruited for service with NGOs; NGO assessments for logistical access made and reported to HQ or regional office.	4, 5, and 6
More international response	NGO establishes AOR or sector specialty within emergency, often liaising with donor agencies (UNHCR, USAID, ECHO, etc) and writing proposals for funding. NGOs coordinate with HQ and private donors, often launching PR campaigns to raise awareness of cause and to raise funds from communities or the public. NGOs coordinate with local NGO partners, or establish new partnerships with local NGOs that deliver specific services.	7–14
Funding and programs	NGOs begin to receive donor funding and begin implementing larger programs (and replace the smaller, emergency-response oriented programs with refugee camp design and management, large-scale public and primary health programs, water and sanitation, transportation, food and nutritional support, etc).*	7–14
Logistical challenges	International aid begins to flood into emergency-effect area; ports and airports are back-stocked with relief supplies, food, and material, and NGOs and UN agencies are hard-pressed to get relief material out of the ports and to distribution points. NGOs still soliciting for new programs and often still implementing relief.	7–21
Emergency management, rehabilitation	NGOs settle into program implementation and management, monitoring and assessing new needs or the change of conditions, often implementing smaller programs for smaller communities (minorities, women, children, disabled, elderly) and being selective with program targets. Main large-scale emergency now potentially under control, and population movement has been stabilized, as has been the logistical supply of relief supplies, food, security and information. International community working with military units (if applicable), national governments and with displaced population leadership or representative councils or committees. Emergency teams are often removed, and longer-term NGO personnel are contracted, hired or transferred to manage current emergency-oriented programs, and the development of new development or longer-term relief programs.	21–?

Rehabilitation and repatriation	NGOs now assist with the facilitation of repatriation, and programs begin closing. Often NGOs will transfer capital assets or remaining material to new emergencies, or to development programs in postemergency settings.	?

* NGOs begin providing services almost immediately on arrival in an emergency-affected area. Often NGO personnel will take all they can when traveling to the region, and many times NGO personnel will come from other areas or regions with specific supplies. Most common are medical supplies and communications equipment.

There is no standard timeline or operational mechanism for NGOs that governs their responses to emergencies. In fact, every NGO is different in how it responds. For those NGOs with operations close to a region affected by an emergency, materials and personnel can be transferred with minimal thought. Regional know-how and connections make it easier for these NGOs to arrive and begin implementing programs immediately.

NGOs without programs close to or in an affected area need more time and effort to establish programs. Staff, materials, donor relations, and regional know-how must be mobilized. More money is needed for overhead, because an NGO new to an area must ship or procure locally everything for both implementing and supporting emergency programs. Still, many NGOs (often larger NGOs) have slush funds or emergency accounts designed expressly for emergencies. These funds are only a small portion of the NGO's total annual expenditures, and are kept to be used as cash to establish new emergency response programs. Generally, the larger the NGO, the larger the cash account. Still, even small NGOs attempt to prepare for emergencies in the future, and getting themselves established in an emergency setting before requiring donor funds for operations gives credibility and operational freedom within an emergency-affected area. Larger NGOs traditionally have a solid donor foundation, whether primary support is from donor agencies or from private donations, and are often the most capable in delivering the primary phases of a humanitarian response.

A small NGO without regional capacity usually finds respond to new emergencies especially difficult; it must use limited resources to transport people to the new area while attempting to establish some relationship with donors. And, without knowing the region well, it depends heavily on immediate donor funds. This means that a small NGO must arrive in an emergency-affected area, establish its footings, and promptly start writing and submitting project proposals. Contracted experts often make up a large percentage of a small NGO's operations and ideally bring to the NGO their experience as emergency managers or sectoral specialists. If a smaller NGO has positive relations with a donor from other regions, it may expedite the funding process in the new emergency.

NGO Needs during Deployment

NGOs cannot do everything themselves. They may be on the ground first and they may have the technical capabilities, the freedom, and the regional knowledge to begin programs immediately, but they do not have major logistical capacities to move large levels of commodities, large water quantities, communications equipment or to keep EPs safe. NGOs have three major weaknesses that can be identified in the deployment phase:

- no large-scale transportation mechanisms, including cargo aircraft, seafaring vessels, large fuel stocks, or appropriate ground transport mechanisms;
- no capable communications equipment and access to international bandwidth, telecommunications infrastructure and maintenance requirements; and
- no independent means of establishing or maintaining operations in violent conditions, protecting its personnel and operations, EPs when operating emergency programs in war zones.[130]

There are more, but these three seem to identify the critical curbs on an NGO's ability to act independently of any UN, government, or military agency. Because NGOs are civilian entities, they must often use whatever commercial services are available for communications and transportation and other logistics, and must depend on military forces to provide safety and organization within conflict regions. Without the help of outside entities, then, NGOs would be able to provide only a fraction of their services, and possibly be unable to implement their programs or distribute their services.

In many emergencies, U.S. and European militaries provide important backbones of support for humanitarian emergencies. NGOs often depend on large-scale military intervention and support, which can turn around and provide EPs with faster, more thorough humanitarian services. The UN, too, provides its services in a number of cases when dealing with commodities and large-scale equipment movement.

Militaries have distinct advantages when responding to humanitarian emergencies. The U.S. military, in particular, is most likely the largest agency with the most capacity to respond to humanitarian emergencies. Whether it be transportation, security, communications, or search and rescue, military units—when transformed into humanitarian response-oriented units—can be extremely effective when working with the NGO sector. The military provides NGOs support in several forms:

- operations in both conflictual and consensual atmospheres, often allowing NGOs to operate in safe zones or with protection; protection for EPs during large-scale emergencies and conflicts;
- major logistical transportation services, including large-scale airlifts, oceanic and maritime services, road and bridge repair, control of access points, facilitated border crossings, and access lines or safe zones for humanitarian supply transport; and
- communications infrastructure and maintenance, often established within short time-frames and available to civilian agencies for use.

Militaries and NGOs have now had ample time to understand the others' weaknesses, and where military units often provide essential services for NGOs and EPs directly, NGOs have strong advantages in terms of rapid and longer-term relief programs.

130 This is not to suggest that NGOs are not active in war zones. NGOs do operate in war zones, but collectively and individually are not able to use force or defend from violence.

Conclusion: NGOs Lead the Way

NGOs, then, can deploy quickly and efficiently and can bypass major political, organizational or structural challenges with their small teams, independent nature, and specialties in sectors and regions. NGOs don't have large-scale logistical capacities, but can often use commercial transport services, the UN, and militaries to move supplies into an emergency-affected region. Many NGOs have significant in-house logistical capacities and can manage the large-scale commitment of aid to DPs in the harshest conditions, but they still require the support of IOs and other entities.

NGOs are both relatively small and neutral. They focus on specific DP cohorts, sectors, and regions, and target their services according to the direct needs of the DPs in concern. NGOs often use off-the-shelf technologies to establish communications during the onset of an emergency, and do not require major support services or security for their personnel. When NGOs respond, they often have a good sense of what types of programs are required and will work, as well as experienced and professional staff members who can make quick decisions based on years of experience.

NGOs are without question invaluable during an emergency. Although they do not have unlimited cash reserves (and sometimes have no cash whatsoever), major logistical capacities, or protection capabilities, NGOs are the driving force in deploying humanitarian assistance programs. With more than 50 years of experience, NGOs now know what to do and how to farm out resources effectively to manage emergencies.

Chapter 10.

Scale and Scope of NGO Activity

Ann Yu PhD

There are thousands of operating NGOs but only a handful are capable of responding to emergencies internationally, and few of these have the know-how, organizational capacity, and funds to respond to international emergencies consistently.

Executive Summary

- NGOs vary in scale, scope, and ability to respond to emergencies.
- The capacity of NGOs collectively or individually is hard to measure. In fact, no credible method of evaluating the NGO community's total capacity exists. Examining annual budgets, staff levels, and number of country operations can help.
- Headquarters (HQ) operations can range in size and complexity and provide an NGO with make-or-break support.
- Through various procurement methods, NGOs can move in and out of private markets to obtain time-sensitive and critical equipment without bureaucratic restrictions. NGOs are also often assisted by UN, government, and military agencies with larger procurement and equipment capabilities.

Size and Capacity of NGO Community

The NGO community involved with international humanitarian assistance is large and diverse. This is clear from the membership profiles of InterAction— the largest coalition of U.S.-based international NGOs. Of its 175 members, the number whose program areas are classified in either refugee or development or disaster and emergency relief is presented in table 10.1.[131] The 90-member European UnionVOICE—the main NGO interlocutor with the EU on emergency aid, relief, and rehabilitation and disaster preparedness has a similar breakdown.[132]

Table 10.1 International Emergency NGOs

InterAction members	175
Members classifying some or all of their work as disaster and emergency relief	75
Members classifying some or all of their work as refugee and displacement	41
Total organizations in the two program areas	86

Measurements of community-wide capacity are hard to quantify. NGOs can do many different things and muster many resources, whether acting together or individually. NGOs have different capacities and the same NGO may have a different capacity in one emergency than it does in another. NGO capacity fluctuates because regional or sectoral specialties may be required in one region over another and because donor intent or relations with NGOs are different in various emergencies. In any case, the number of employees, offices, operations, programs, and number of HQ personnel may be

131 InterAction, "Our Coalition," www.interaction.org/our-coalition (accessed November 10, 2009).
132 NGO VOICE, www.ngovoice.org (accessed November 10, 2009).

clues to how active or strong an NGO can be during an emergency. NGO funding levels are also good indicators for capacity.

Size and Capacity of Individual NGOs

Individual NGOs of course vary in size and capacity. The larger ones, such as CARE, CRS, and MSF, all have substantial individual capacities to respond to emergencies and to manage emergency activities for extended periods.

To get an idea of the variety of sizes within the NGO sector, the Cuny Center's Greater Efficiency work gives a good glimpse into the budget types and percentages that NGOs expend during an emergency:

> the 25 operational InterAction members reported total revenue of $2 billion in 1998 or 1999 (the latest report for some agencies was 1998 and for the others was 1999). Very few agencies are able to identify the fraction of that amount devoted to HA. It likely falls between 1/3 and 1/2. For example, in 2000 Catholic Relief Services (CRS) spent $151,152,000 on emergency programming out of a total annual expenditure of $371,000,000, or 41%, while CARE's 2000 annual report shows $58,842,000 spent on emergency programs out of a total expenditure of $409,289,000 or 14%. Adventist Development and Relief Agency International (ADRA), an agency with a mandated emphasis on disaster relief, estimates that their average annual expenditure on emergency programs is between $40,000,000 [and] 50,000,000, which is between 60% and 75% of their budget. A ballpark estimate of average annual expenditures for the principal 25 US-based NGOs is between $5 million and $100 million.[133]

NGO capacities are not necessarily measured by annual operating budgets. In some cases NGOs with small budgets have large impacts during emergencies, even as NGOs with seemingly incredible budgets have minimal impact. Many NGO capacities come in-kind from gifts to the organization. During the Kosovo crisis, for example, Wal-Mart provided a few NGOs with container loads of hiking boots and clothing for distribution among the then-refugee Kosovar Albanians. The container was sent from the East Coast of the United States and did not reach a Greek port until after the refugees had returned home. The container was then sent to Kosovo and after a few weeks, many Kosovars that lived in the southern part of Kosovo were wearing shiny new hiking boots.[134] Aside from private donation for materials or equipment NGO can also obtain commodities donated by government agencies donated medical supplies (see chapter 11), capital assets (UN contracts and loaned materials), local NGO partnerships and partnerships with companies or government relief agencies, off-the-shelf technology, and other types of tools or resources an NGO can use to leverage its strength during an emergency. As mentioned in chapter 8, NGOs often keep reserves of cash for responses to new emergencies.

133 The Cuny Center, *Greater Efficiency in Humanitarian Emergencies* (Arlington, VA: The Cuny Center, 2002), p. 125.

134 One thrifty company provided a 20-foot container of Chap Stick for the Kosovar Albanian refugees, and a Kuwaiti company provided two truckloads of canned and caramelized dates. These were off-loaded to the black-market because no one wanted tons of either Chap Stick or dates.

Some NGO capacity can be found in the UN Central Registry. In line with a UN order to create a central register that inventories all disaster management capabilities, Office for the Coordination of Humanitarian Affairs (OCHA) has provided the web-based OCHA Central Register.[135] It is a portal website that archives information and organizes resources that are reported by NGOs, UN agencies and governments that are ready for deployment at the behest of a government or UN agency. Within the OCHA Central Register is the Emergency Stockpiles of Disaster Relief Items section. This area includes specific inventories of NGO and IO warehouses in storage for future emergencies. It is valuable to see how few resources are currently available for emergencies, and how crude the NGO inventory management system is sector-wide.

Stockpiled materials listed in the database are to be used for international humanitarian emergencies through the UN or other partner agencies. The relief materials must comply with the following three stipulations:

- the stocked disaster relief items can be made available for international assistance through the UN,
- the disaster relief items are provided on a nonprofit basis, and
- the stockpile activity is not limited to local relief operations (that is, in the country of the stockpile's location).[136]

The OCHA Central Register is neither an extensive site nor extremely user-friendly. It does, however, provide valuable information about locations of specific stockpiles and who oversees them. For example, MSF France manages extensive warehouses, as do USAID and other national aid agencies. It is a start, and developments have been made recently to make the site more accessible. More on this topic will be discussed in chapter 14.

Headquarters and Staff

NGOs often manage multiple emergency responses around the world at the same time; operations at HQ can be complex. Staff levels range from two to 100 at headquarters and often up to 2,000 in the field. The range for the top 25 or 30 NGOs based in the United States for field staff is between 1,000 and 2,000.

Headquarters staff members often focus on a range of issues including but not limited to fundraising, programmatic backstopping, administration and accounting management, program development, public relations, and government liaising. HQ staff members also help manage commodity and relief material equipment and are often the central coordinating and hiring body for personnel. Most HQ activities are focused on supporting field activities and the stronger the HQ staff, the better the programs run in the field. Many HQ functions are essential to the viability of relief programs abroad.

135 OCHA, "Introduction to the OCHA Central Register," http://ocha.unog.ch/cr (accessed November 11, 2009).
136 Ibid.

Obtaining Equipment and Tools

NGOs typically do not have large capacities in maintaining fleets of trucks, cranes, well-digging machines, or other technical or capital assets. Instead, they secure use of the appropriate equipment needed during an emergency response. Local procurement, where appropriate and available, is the first choice. Another option is to work with large brokers that specialize in providing major shipments of trucks, cars and other hardware otherwise hard to come by in emergency settings. Sometimes also the UN or government agencies will bring in shipments of specific equipment and distribute the equipment to implementing partners like NGOs or IOs.

Well-digging machines, large generators, satellite stations, specialized trucks and personnel vehicles, land-mine removal equipment, water and sanitation equipment, and even some construction tools are often hard to obtain, and therefore procured by coordinating with NGO associations or other international agencies. NGOs normally can build the costs of required equipment and tools into a grant proposal or contract agreement with donor agencies. Such costs are usually considered a justified expense because the international community would not have any other way of obtaining the appropriate goods otherwise.

An NGO's primary strength in procurement comes from the ability to participate in market systems around the world. Whereas government and military entities are often strapped by procurement guidelines, purchasing restrictions, or liquidity concerns, NGOs can move in and out of local and international markets to obtain the appropriate equipment and tools for their programming. NGO personnel are normally not required to procure equipment from any specific vendor and normally can deal effectively with local business people or international companies alike. Although an NGO may not have an unlimited amount of funding for any specific program, it can still procure equipment quickly and efficiently. Very little bureaucracy or regulations governing purchasing or procuring exist for an NGO, and this is a benefit during an emergency.

NGOs do not, for the most part, have access to large cargo planes, major water purification systems, and communications equipment. Liaising with military offices and UN agencies is one way around the problem.

Conclusion: Where NGOs Don't Go

There are very few places and types of emergencies that NGOs are likely to respond to. NGOs have little capacity, for example, to respond to chemical, biological, or nuclear incidents. Still, the NGO footprint in humanitarian assistance is large and NGOs will continue to find ways to meet the needs of emergency-affected populations.

Chapter 11.
NGOs and Health Services

NGOs participate in a wide spectrum of health-related activities during humanitarian emergencies and in general have significant capacity. When working with UN agencies and IOs, NGOs serve as the front-line combatant against epidemics, large-scale malnutrition, and ultimately high mortality rates.

Executive Summary

- NGOs work extensively in the health sector, covering emergency medical needs to longer-term public health programs.
- NGOs must prioritize when entering an emergency, health needs vary in each emergency, and priorities often shift during an emergency.
- Providing clean drinking water, immunizations, and food security are always at the top of priority lists when NGOs formulate response plans.
- The most effective relief programs come after methodical and thorough surveys, assessments and analysis of the conditions that affect a population in an crisis.
- Misappropriated assistance or the wrong types of assistance can be the result of too little regional or situational understanding in an emergency.
- No single NGO can provide all the necessary medical assistance programs of a specific emergency. Even the NGO community requires assistance from militaries, governments, and other agencies for logistical support and technical or large-scale assistance measures.

It is essential to understand that some NGOs specialize in health care, and some do not and that NGOs normally do not work alone in the health sector. Coordination within and outside he NGO community is considerable. UN agencies like the World Health Organization (WHO), Pan American Health Organization (PAHO), UNHCR and UNICEF, for example, are all key leaders and partners in assisting NGOs with their missions and capabilities particularly in health. NGOs provide ground-level information about health needs of displaced and nondisplaced populations, and are also the implementing agent for health programs. WHO and UNICEF, meanwhile, are often the backbone of support for shipments, surveillance, comprehensive data compilation, guidelines, and technical services.

The health sector incorporates a large swath of sectoral activities. NGOs are often, as mentioned, the first actors into an emergency setting and just as often the last to leave. NGOs provide valuable ground-level information for the international community as well as the ground-level implementation of health services.

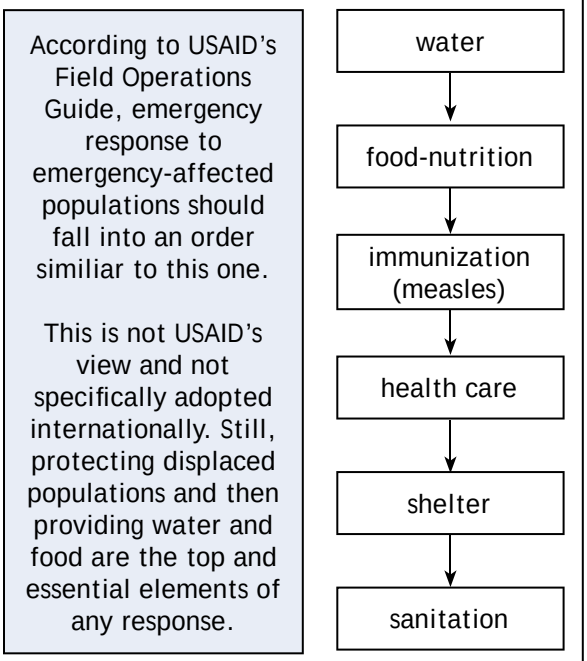
Because NGOs are so often either first on the ground in an emergency or active in the health sector in a region beforehand, they are often best suited to respond. Once an emergency hits, the NGO community can normally collect assessment data, surveillance systems, and program proposals before other organizations can gear up. Once the international community and larger agencies (UN, government) are ready to begin implementing or funding programs, the NGO community serves as an orienting body or partner for creating a comprehensive, emergency-wide health program. NGOs report to the international community and then implement programs with financial and technical support from organizations and donors such as WHO, UNICEF, OCHA, USAID, and CIDA.

NGOs are thus by far not the only operating agencies in the health sector during an emergency. UNICEF, CDC, OFDA and DART teams, the World Food Program, and other larger agencies often have operational wings that can implement programs just as NGOs do (and sometimes with larger scale or technical capacity). Still, NGOs provide the bulk of emergency health programming and are normally the implementing agents for donor and coordinating agencies.

Health Priorities in an Emergency

When NGOs and the international community respond to a humanitarian emergency, health services provisions are generally implemented immediately. Major, rapid onset emergencies require a series of immediate responses. Less than rapid onset situations, though, often provide enough time for the international community to measure and methodically map out the types of services that a population may need to curb excess mortality and general human suffering. Still, in both cases, priorities need to be established so that scarce resources can meet time-sensitive needs.

Figure 11.1 Sample Emergency Priority List



The international community targets specific tasks in humanitarian emergencies, and often order priorities during a response. According to USAID's *Field Operation Guide* (FOG), the priorities can be arranged as presented in figure 11.1.[137]

The diagram suggests that water is one of the top priorities, as are vaccinations against measles, particularly for young children. The diagram, however, can be misleading. The international community prepares an array of responses in every emergency, and every emergency is different. Ideally, priorities are established using assessments, surveys, surveillance, local and international experts, historical lessons, and an array of other variables.

NGOs take such painstaking steps because too broad a response can deplete resources, thin the ranks of available staff and expertise, and ultimately be ineffective. Although many NGOs can and do manage multiple programs, it is more common that an NGO specializes and focuses its efforts in a particular sector. In health programs, NGOs carve out niches, territories, or forms of services so as not to overlap with other NGOs, to maximize donor funding, and to minimize the waste and inefficiencies inevitably generated when attempting to manage multiple programs at the same time.

137 See USAID, *Field Operations Guide for Disaster Assessment and Response* (2005), version 3, www.usaid.gov/our_work/humanitarian_assistance/disaster_assistance/resources/pdf/fog_v3.pdf (accessed September 3, 2009).

NGO Surveillance and Surveys

Before an NGO begins a program, it must either conduct an assessment or be privy to assessment data, surveillance results, and indicators of the population in the affected area. Many NGOs carry out information gathering on their own. Just as many tap into assessments done by IOs, the UN, or other NGOs. NGOs are not required to follow any specific or standard methodology when doing surveys or assessments, which is often a disadvantage to emergency managers who want to create a holistic picture with data from numerous agencies.

NGOs most often use proven methodologies, however, and the gathered data is in turn most often used only by that NGO. Sharing, depending on the emergency, could be seen as giving up comparative advantages, special data, or even territory. Assessment or surveillance data is valuable to an NGO because it often holds the keys to funding and program support. NGOs have been criticized for inflating numbers and painting a grimmer picture than exists to increase the likelihood of funding or support. This is normally led by an NGO's desire to deliver services to a population it believes deserves attention or for which it may have the expertise.

Generally, four indicators are central to helping NGOs and IOs create a series of priorities. Assessing postdisaster mortality among refugees and internally displaced persons in international disasters is determined with either a crude mortality rate (CMR) or the under-five mortality rate (U5MR), which are key indicators to define an emergency. For reference baseline, noncrisis CMRs in most of sub-Saharan Africa range from 0.3 to 0.6 per 10,000 per day. A doubled CMR (to 1 per 10,000 per day) gives the internationally accepted threshold.[138] However, CMR and U5MR alone may not help to clearly identify specific gaps in the humanitarian response or the causes of the indirect mortality. For most causes of death, a reduction in mortality is the result of multisectoral interventions, not just health. For example, a decreased mortality rate from acute respiratory infections can be a result of improved shelter, greater access, and availability to outpatient and inpatient care and better nutrition.

NGOs can collect CMR data a number of ways. This manual does not attempt to provide any in-depth information on data collection, but it is worth noting that there are many accepted methods and that the NGO and international community have not agreed entirely on which is best. The CMR approach is most widely used, and is probably the most accurate when no other method is available, especially in short or high-pressure situations.[139] In recent years, NGOs accepting funding from the

138 Francesco Checchi and Les Roberts, "Interpreting and Using Mortality Data in Humanitarian Emergencies," Network Paper 52 (London: Humanitarian Policy Network, September 2005), www.odihpn.org/report.asp?ID=2702 (accessed May 31, 2006).

139 In July 2002, in Washington, DC, Paul Spiegel and others presented a case study on the Horn of Africa and methods used to obtain information on malnutrition. In Ethiopia and Somalia, he suggested, NGOs were hardly reliable for many of the surveillance reports and assessments done on malnutrition. Many NGOs used different definitions of malnutrition, used different methods of measuring malnutrition rates, and ultimately were not coordinated or presented in a clear fashion. This meant that data was hard to use, and a comprehensive response to malnutrition rates could not be specifically accurate. To the NGOs, Spiegel suggests that sampling and methodology should be simple, should be coordinated with other NGOs, and should be in line with standard sampling or methodologies that are used. Ultimately, he says, policymakers and donors should be wary of data and reports provided by NGOs, and that

Department of State's Bureau of Population, Refugees, and Migration (State/PRM) are required to use SMART indicators and report mortality and nutritional status to the Complex-Emergency Database (CE-DAT).[140] The SMART initiative is a multisourced, searchable database established by the Centre for Research on the Epidemiology of Disasters (CRED), Brussels, with funding from State/PRM. The database and initiative are meant to provide a comprehensive picture of the human impact of conflicts in terms of mortality, morbidity, and nutrition.

John Seaman of Save the Children, UK has promoted another method for measuring the effects of an emergency that are short of starvation, adding and not specifically replacing data obtained on CMRs. His household economy approach (HEA) suggests that rural economic conditions should be taken into consideration with other information to fully understand the shock that an emergency may have on a population. By measuring the types of actions populations take to ensure welfare (food storage, planning, sharing), the prices of local commodities and foodstuffs, income, household goods, and related information, surveyors can obtain a larger and more accurate picture of the effects of an emergency.[141]

The second indicator is the level of malnutrition levels within a population or nutritional health of populations. Mid-upper arm circumference measurements (MUAC), weight-for-height (or weight-for-length) measurements, and other methods are used to obtain information on needy populations and potential response areas for programming, focusing primarily on food needs. Malnutrition rates higher than 20 percent signal a significant emergency and are strong indicators that higher CMRs are looming.

A third method is monitoring communicable diseases. With knowledge of preemergency levels of specific diseases (HIV/AIDS, malaria, tuberculosis, dengue fever, typhoid fever), variances from normal infection rates can signal systemic or emergency-related problems. NGOs watch closely for communicable diseases like measles or cholera because outbreaks could mean that an epidemic is forming. NGOs also watch for cases of recurring diarrhea because that, too, could signal that other things are wrong. Water or food could be bad, or parasites or other diseases may be present.

The fourth approach is measuring the level of health-care coverage. From this, NGOs and others can estimate changes from preemergency settings, preemergency needs, or emergency or postemergency requirements. These estimates are largely informal, and very few systematic methods have been established to measure and evaluate what coverage rates really mean. In any case, the approach can give an NGO a good idea of where attention should be given, and what populations need which types of health-care access.

donor or coordinating agencies should have a considerable amount of technical know-how on-hand to review NGO reports (John Spiegel, presentation at SMART Conference, Washington, DC, July 24, 2002).

140 See Standardized Monitoring and Assessment of Relief and Transition, www.smartindicators.org/about.htm (accessed September 3, 2009).

141 The HEA approach was developed by Save the Children, UK to serve as a "model of rural economy based on current quantitative economic descriptions, obtained using rapid field methods, to simulate the relationship between a shock and an outcome…the model being comprehensible to the user…not a blackbox" (John Seaman, presentation at SMART Conference, Washington, DC, July 23, 2002).

Becoming Operational in the Health Sector

NGOs face a number of challenges when first responding to an emergency. For many, as mentioned, preemergency theater involvement makes a transition from development programming to relief programming relatively simple. For others, a new emergency may mean establishing new programs in a new country or region. Regardless, though, most NGOs active in an emergency do participate in some form of health programming during or after the event. Some NGOs run general, community-level health programs, and others provide population or service-specific programs that require specialization and focus.

Most NGOs hire local health workers to implement health assessments and programs. Local medical staff, doctors, and volunteers are most often hired because of their knowledge of the community and access to information and relationships within it. NGO expats will normally manage programs and relations with donors, but will largely depend on local staff to implement the project and keep the program viable.

To implement health programs, assessments are critical and are normally the first step in any response to an emergency. NGOs then move into the donor-seeking stage, attempting to establish grant or contract relationships with possible donors. Once funded or supported in some way (not always donor specific), NGOs begin mobilizing staff members and supplies to begin implementation. This normally includes two main phases.

First, an NGO must staff its programs appropriately. Many NGOs rely on relationships established with physicians, nurses, or other medical professionals in the home country (most often the United States, the EU countries, Australia, Canada, and Japan) for staffing emergency programs. Calling on a roster of medical professionals that have indicated their interests or willingness in assisting in short-term medical programs overseas, many NGOs can staff a program in fewer than 48 hours. This is costly for an NGO because the time in the field is limited. Project management staff members are also required, and, depending on how large the NGO is, may arrive in two or more stages. If an NGO has experienced experts in assessments and preprogram and emergency management, staff may be deployed to establish an understanding of the ground-level conditions and health needs of the affected population. These staff members will conduct assessments and surveys and often establish relationships with donors. Project management staff members are then deployed to initiate and operate the funded health programs.

Project management staff members are not necessarily health or medical professionals, but often enough simply NGO professionals with years of experience in managing various humanitarian assistance programs. They operate the logistics, support services, relationships with donors, finance, safety and security, and community relations with other IOs, the UN, governments, and the military. They provide the structure for both local and international medical experts to work within, and keep the NGO's project moving forward.

Once staffed for health programming, many NGOs face medical supply challenges. NGO personnel are responsible for understanding which drugs are essential and appropriate, where and when they're needed, and in what quantities. This does not of course mean that all the required supplies will be available or even obtainable. To combat some of the chaos associated with attempts at finding drugs, supplies, vaccines and other health-related materials from around the world and thousands of donors, some NGOs have specialized in procuring and shipping donated medical supplies to emergency settings. Pharmaceutical supply NGOs will be covered more in-depth later in this chapter.

NGOs and Immunizations

NGOs move rapidly during or immediately after a humanitarian emergency to immunize parts or all of an affected population. Water and sanitation is a top priority, as mentioned earlier, as is preventing the rapid spread of disease. Disaster areas or CHEs normally offer ideal conditions for the spread of disease, and common prevention strategies can easily stop large-scale infection rates. NGOs have a comparative advantage in providing immunizations because of their focus on community-level staffing and program implementation, and their significance in number during an emergency response.

Efforts to immunize against measles, meningitis, diphtheria, pertussis, tetanus, and polio are all major priorities. Children are often immunized on a mass scale before more specialized or outbreak-deterring immunization campaigns get under way. NGOs normally use local organizations through established or temporary health clinics, or use community centers or common settlement areas to deliver immunizations.[142]

NGOs do face a number of challenges in providing many immunizations:

- lack of cold-chain supply management delivery to disaster-affected areas
- inaccessibility to displaced persons because of weather, violence, political, cultural, or religious reasons
- immunization shortages
- lack of knowledge
- inadequate staff member specialty in field offices

Still, NGOs provide leadership in the immunization field and often work in close collaboration with agencies such as WHO, UNICEF, CDC, ICRC, and PAHO. NGO activities with immunizations have to date been extremely effective. With appropriate surveillance and monitoring methods, NGOs are normally able to either contain or prevent major outbreaks of disease. Future challenges—and challenges that exist today within the NGO community, between NGOs and IOs and other entities—will center on standardization, early-warning methods, and effective measurement practices.

142 Once of the standard texts for introducing immunizations for humanitarian emergencies is Public Health Action in Emergencies Caused by Epidemics, published in 1986 by the World Health Organization.

NGOs and Community and Public Health

During humanitarian emergencies, NGOs operate through various programs that attempt to develop health consciousness, public health levels, local medical training, and primary and secondary health-care capacity. With firm support from UNFPA, UNICEF, UNHCR, WHO, and other larger agencies, NGOs are more than ever finding adequate sources to provide major assistance to ailing public health systems and to support education initiatives aimed at reducing the spread of disease, decreasing indirect mortality attributable to failed public health infrastructure and unhealthy living conditions.

NGOs, in almost all cases, rely extensively on local health-care systems, personnel, and workers. This community health initiative system empowers local systems during the emergency response phase of the crisis, but with the intent of strengthening a damaged or weak health-care system for use after the emergency is over. Community health initiatives normally use local community health workers (CHWs), village health workers (VHWs), or even traditional birth attendants (TBAs) to implement information campaigns and support or service programs. NGOs also work closely with Ministries of Health to gain access to populations.

Community and public health programming includes a wide range of programs, most of which focus on disease or injury prevention, and the enhancement of local medical capacities. Of current interest to many NGOs are reproductive health (RH) programs that empower CHWs and TBAs to provide forms of birth control, education and medical services to women and children, and other programs that encourage healthy community planning and public health services. These programs place large emphasis on a woman's right to choose, public information campaigns about rape, HIV/AIDS, other STDs and other forms of family and community planning.

Quick Read

For more information on reproductive health and how it fits into humanitarian emergencies, see a World Health Organization quick-read: *Reproductive Health during Conflict and Displacement* (WHO/RHR/00.13), www.who.int/reproductive-health/publications

Postwar or conflict rehabilitation often includes public health programming because a society's community health infrastructure was dilapidated, has been destroyed, or was nonexistent to begin with. For NGOs, the postconflict wake of reconstruction activities opens the door to providing services like those with local buy-in and international support. NGOs will often introduce new programs unseen before by the affected population in hopes of enhancing women's rights, community health capacities, and health practices. In Albania and Kosovo in 1999 and 2000, NGOs focused on introducing reproductive health programs to Muslim populations. With some resilience, Albanian and Kosovar health officials began adopting some of the new practices and theories. Condom education, birth control pill distribution, and women's rights training were not particularly well received by some of the more traditional Muslim communities.

These activities are not always seen as emergency-oriented, but NGO activity throughout all phases of an emergency in this sector is extremely important, especially when protecting women and children or supplementing collapsed or nonexistent community health centers.

NGOs and Medical-Pharmaceutical Supply

Unlike NGO activity in food and commodity management, NGOs do play a critical role in procuring and delivering pharmaceutical and medical supplies to emergency areas. In fact, NGOs play a larger role than any other entity in procuring medicines and medical supplies for programs during an emergency. Four large medical supply NGOs include Direct Relief International (DRI), Americares, MAP, and Operation USA. Each focuses on creating relationships with pharmaceutical and medical supply companies that can donate excess goods or overstock. The NGO receives the materials and then either stores or ships them to a partner NGO in an emergency area.

Medical supply NGOs will ship medical and pharmaceutical supplies from their U.S. or Europe-based storage locations to emergency settings by private carrier, sometimes by air freight but mostly ocean freight. Once into a regional port or receiving area (airport, border, and so on), a partner NGO will receive the goods and begin the in-country process of distribution, use, or storage. Medications must follow WHO guidelines, which follow four core principles.[143]

These NGOs provide those in the field with all types of medical supplies, and are extremely useful in emergencies that cripple a poor country's medical infrastructure and stockpiles of medicines. Medical supply NGOs can send everything from polio vaccines to dentist's chairs or anthropometric tools.

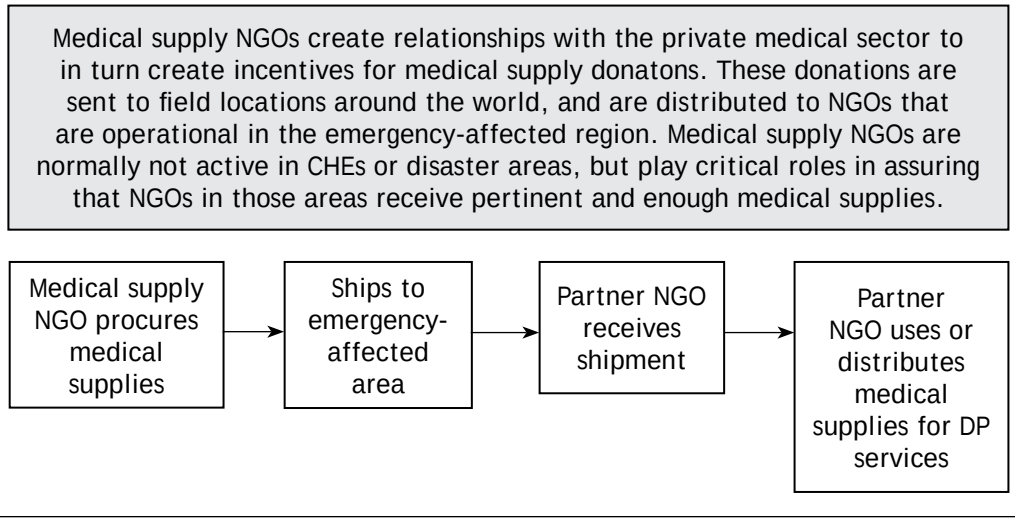
These organizations have specialized in procurement and shipping and are not normally operational in the field. By working closely with implementing NGO partners, medical supply NGOs can effectively focus on soliciting new donors, caring for existing stockpiles and the shipping process while other NGOs focus on distributing supplies.

None of the four NGOs surveyed for this section has extensive logistical capacity. Although they maintain large stockpiles of medical supplies within the United States or Europe, they do not use an extensive technology system, logistical tracking or management systems, and normally rely only on partner NGOs or agencies for the appropriate quantities and types of medical supplies needed during an emergency.

143 See Guidelines for Drug Donations (Geneva: WHO Department of Essential Drugs and Other Medicines, 1999), www.who.int/hac/techguidance/guidelines_for_drug_donations.pdf (accessed September 4, 2009). Core principles include maximum benefit to the recipient, respect for wishes and authority of the recipient, no double standards in quality, and effective communication between donor and recipient.

The process often looks like the flow presented in figure 11.2.

Figure 11.2 Medical Supply Flow during an Emergency



These NGOs are scattered throughout the United States and Europe and have many implementing partners around the world.

Medical supply NGOs normally operate large warehouses where the supplies are received. These are sorted, dated, and stored appropriately and then sent to an emergency area when a request comes from a partner NGO or agency. All medical supply NGOs in the United States are relatively close to a seaport and have close relationships with shipping forwarders or shipping brokers. Most of the medical supplies shipped are bundled with other supplies sent by ocean freight in 20- or 40-foot containers.

> Average shipping space taken by medical supplies by these NGOs is about 1000 cubic square feet per container. MAP, based in Georgia, has shipped an average of 150 containers with an equivalent of 1000 cubic square feet per container in the last two years. Direct Relief International in FY2000 made 220 shipments. This is equivalent to 691,571 pounds of material shipped…. Once into a port and after being offloaded from a ship or aircraft, a consignee, broker or another NGO will sign for the goods, become responsible for moving it out of the port area, and then to either another storage facility or directly into a distribution pattern otherwise designed. As mentioned above, once the medical shipment reaches the port it normally is no longer the responsibility of the medical supply NGO who processed and initiated the shipment.[144]

144 Gary Frandsen, chapter 5 in *Greater Efficiency in Humanitarian Operations* (Arlington, VA: The Cuny Center, 2002).

Conclusion: NGO Strengths and Weaknesses in the Medical Field

In general, NGOs are the most advanced organizations equipped to handle a range of technical, essential, and urgent medical services. This does not mean that NGOs are capable of meeting all the needs of an affected population. NGOs have both strengths and weaknesses in this sector.

Weaknesses

First, NGOs have limited logistical capacities. For large-scale food procurement and shipments, air transport services, cold-chain management, and in-patient medical services, NGOs are at a disadvantage. Without major financial capabilities or either logistical know-how or capacity, NGOs do not maintain ocean liners, large cargo aircraft, and stockpiles of food commodities or even fleets of trucks. NGOs do not have the power to procure millions of tons of food for a specific emergency or airlift them if they did have the supply, and must rely on military, government, or UN agencies to support large-scale transportation and logistical services in many emergencies.

Second, NGOs are a community and not a cohesive body. No matter how much coordination occurs, NGOs are still individual entities, often both small and private, that act independently during emergencies. This, also deemed a unique strength, often means that the NGO community does not benefit from scaling capacities or sharing duties during an operation. An NGO must recreate capacity for each program it delivers, even if another NGO is delivering a similar service. Still, although coordination levels are increasing and NGO specialization is occurring, competitiveness and independent actor problems arise and make the NGO community weaker than it could be if its members worked closely together.

Third, and combining the first and second, NGOs cannot provide comprehensive services alone. Although many NGOs can provide a wide range of services from feeding centers to immunizations to public health programs, NGOs still rely on outside actors in many specific sectors or fields for support. NGOs, in very simple terms, lack the logistical capacity to manage full-scale medical programs. NGOs have been unable to deploy major food programs without the help of the U.S. or EU governments and have had to rely heavily on militaries or other agencies to help with in-patient services, major surgical capacities, large population movements and displacement, water and sanitation provisions, access and security issues, and other issues that require major technical and resource support.

Strengths

NGOs provide medical services during conflict and disasters and are faced with innumerable challenges beyond those a peacetime medical provisions organization would face. Within this context, NGOs have developed strategies and priorities for responding to emergencies that help define the most urgent and important needs of a population. These priorities—whether they concern primary medical care, food, immunizations, or public health—mean that not every issue is dealt with, and that not every need is met. Still, NGOs fill a vital role during international humanitarian emergencies, and their strengths outweigh their weaknesses in most cases. There are four major thematic strengths that NGOs enjoy in the medical sector.

First, to combat the fact that there are resources and capacity limitations within the NGO community, many NGOs specialize. Medical supply NGOs are one example, and show the advancement of the NGO community to a stage where certain NGOs are now taking specific job functions that mirror larger agencies. The NGO community may be fragmented, but, with specialization, the community can begin mirroring an agency such as USAID that has specific departments for managing various activities during an emergency. This is a particular strength of the NGO community and has potential for becoming more beneficial as more NGOs specialize in various functions during emergencies.

Second, NGOs within the medical sector are the most ground-level entities that exist. When the UN or USAID or other donors cannot be present in an area because of security concerns, the NGO is there. With local partnerships and an in-depth knowledge of what medical needs exist at the community level, NGOs can work closely with the international community to meet the needs of areas that might have otherwise been overlooked. NGOs add strength to the international community's ability to survey, assess, and plan appropriate and scaled responses.

NGO Health-Related References

Emergency Library Kit (ELK). The Department of Health Action in Crises (HAC) will provide on request an ELK to agencies working in the field during an emergency. The kit is intended as technical guidance to agencies in the field. Each kit comes in a metal trunk, which can be used as a bookshelf. It includes 130 documents consisting of guidelines and reference manuals produced by WHO, other UN organizations, and external publishers. A summary of the contents is available online. The kit is regularly updated and costs approximately $2,300. Transportation costs are not included. Available at www.who.int/hac/techguidance/tools/bibliography/en.

"Public health leaders using social media to convey emergencies: New tools a boon." Social media tools such as Twitter and Facebook allow public health officials to reach out fast and directly to the public on everything from salmonella-related food recalls to disease outbreaks and weather emergencies. Available at www.apha.org/publications/tnh/archives/2009/August2009/Nation/socialmediaNation.htm.

World Health Organization. "Guidelines for Drug Donations." Available at www.who.int/hac/techguidance/guidelines_for_drug_donations.pdf.

Third, NGOs have little overhead and bureaucratic structures that can prevent swift action in the most harsh or remote locations. NGO response teams do not require stringent force protection services, and can break down into small two- or three-person teams. NGO staff members can adapt to local environments and use local transportation, make contracts with and hire local services, liaise with the local government and community organizations, and generally act as free agents in a very chaotic picture. This is not replicated in by any other type of actor in the medical field, and NGOs are close to perfecting the adaptation technique.

Fourth, NGOs use the private sector to their advantage. NGOs can use private shipping and transportation services, donated goods or financial resources, human resources, and can procure goods locally, which enhances operational efficiency. Because NGOs are often strapped for cash or

other resources, NGOs must act quickly, aggressively, and purposefully to muster resources. Given their significant investment in soliciting funding or support from the private sector, NGOs often benefit from public sympathy for affected populations, donation dollars, grants, in-kind gifts, and volunteers.

Chapter 12.
NGOs and Food and Nutrition

NGOs provide massive food and nutrition aid around the world. NGOs are key survey agents, providing the community of emergency responders with appropriate, ground-level data, and are also key delivery agents. NGOs often manage extensive programs in this sector, ranging from large-scale food distribution during massive famines to therapeutic or rehabilitating feeding clinics for malnourished populations. During major emergencies, NGOs work closely with and are supported by the extremely operational World Food Program that procures and distributes food directly to needy populations, and other UN and government agencies with the capacity to handle major logistical feats.

Executive Summary

- NGOs spend significant time and resources procuring, storing, and distributing food aid to emergency-affected populations. Food is by far one of the most common types of aid in the world.
- NGOs work closely with UN and government agencies to procure and move food into emergency regions.
- WFP is the UN's food aid agency (see annex 8) and works closely with NGOs to effectively manage food commodity and food distribution programs.

Food Aid and NGOs

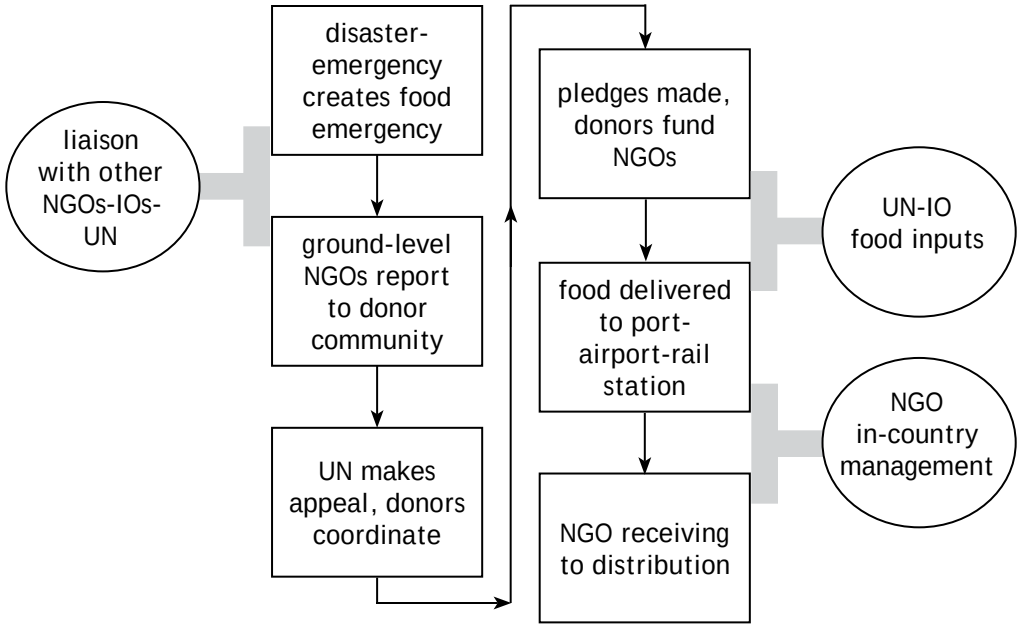
Although hundreds of millions of people do go hungry on a daily basis around the world, hunger, malnutrition, and famine are not necessarily due to a lack of food. Instead, food problems come from poor distribution mechanisms, lowering the terms of trade for a country that can lead to the reduction of the appropriate mixes of food (normal export commodity prices are potentially dropped, making it more difficult to purchase different types of food), war, and major natural disasters (entire crop rotations ruined or food stores destroyed). Food aid is often under fire by political and policy critics on two fronts:

- *Food aid disturbs markets*. Food aid delivered by the international community can dramatically reduce the market price of food commodities within the targeted country. This upsets local market economies and a source of well-being for particular segments of a country's population. Although this is often not a concern for a country experiencing major famine, it is when only part of a country or region is experiencing food shortages. Somalia was an example of how food aid was often misused or abused with a resulting impact on lives not specifically associated with a famine or malnutrition.
- *Food aid is often misused or not understood*. Many policymakers and observers see food aid as a dangerous political tool that is wasteful, or a cure-all to solve a country's food and humanitarian problems. Neither is the case, and though there are many examples of misused or abused food aid, most food aid is in fact delivered to the intended population. As well, food aid addresses only hunger, not the underlying conditions. Political causes, infrastructural deficiencies, conflict, or economic problems are often severe problems that external food aid can't compete with or solve with simply the distribution of food.

NGOs often steer clear of the politics and push for food aid when and where it is needed. Because NGOs operate at the ground level during emergencies, they are firsthand witnesses of how food aid is used, how it affects markets, and when it is and is not needed.

NGOs are at the forefront of nutrition and hunger services, and are implementing partners with larger UN or government agencies in most phases of a food aid program. They are responsible for most food aid distribution around the world. The system of distribution, sometimes known as the pipeline, often requires intricate and involved distribution or food aid management programs. Food aid programs often follow a flow similar to that in figure 12.1.

Figure 12.1 Sample Food Aid System



After an emergency hits, an NGO initiates food or hunger-response programs like any other program (see chapter 8). Information is collected, sorted, and analyzed, and the NGO identifies areas of potential operation and whether it has a comparative advantage in the proposed type of operation. The NGO must also consider whether funding is available. For major emergencies in which major portions of the population require food aid, NGOs must normally work closely with UN agencies and governments and sometimes local authorities. NGOs lack large logistical capacities and lift capabilities and normally cannot provide massive amounts of food from external sources without assistance. USAID and WFP are the major logistical participants in food procurement, storage, and distribution to field-level NGO management teams because of their unique capabilities to acquire large quantities of food (millions of tons), ship it (by ocean, air, truck, or rail), and to keep it coming.

As shown in figure 12.1, an NGO will determine logistical requirements, work closely with the UN and governments to relay these perceived requirements, and then eventually take over the inflow

and distribution of food to the affected population. NGOs have or can establish extensive field-based networks with local NGOs or communities, and are often the most efficient providers at the ground level. WFP and USAID, for example, specialize in establishing the commodity-level logistical supply system but then need smaller agents to take truckloads of food to points along the pipeline.

When dealing with sustained hunger or malnutrition rates, NGOs often create feeding or therapeutic feeding centers that provide children or the severely malnourished specific nutritional treatment. Caloric intake levels, types of food, appropriate delivery methods, and other variables are all considered when implementing such a program. Household, community, or regional level approaches are also variable and will affect the types of programs the international community will implement. For example, household-level programs also must take into consideration that malnutrition is not necessarily caused by a lack of food. Care, access to appropriate foods, regularity, and sustainability can all influence a population's nutritional health.

NGOs will deploy programs depending on the size, place, intensity, and scope of a nutritional crisis. Several program types are identified in table 12.1.[145]

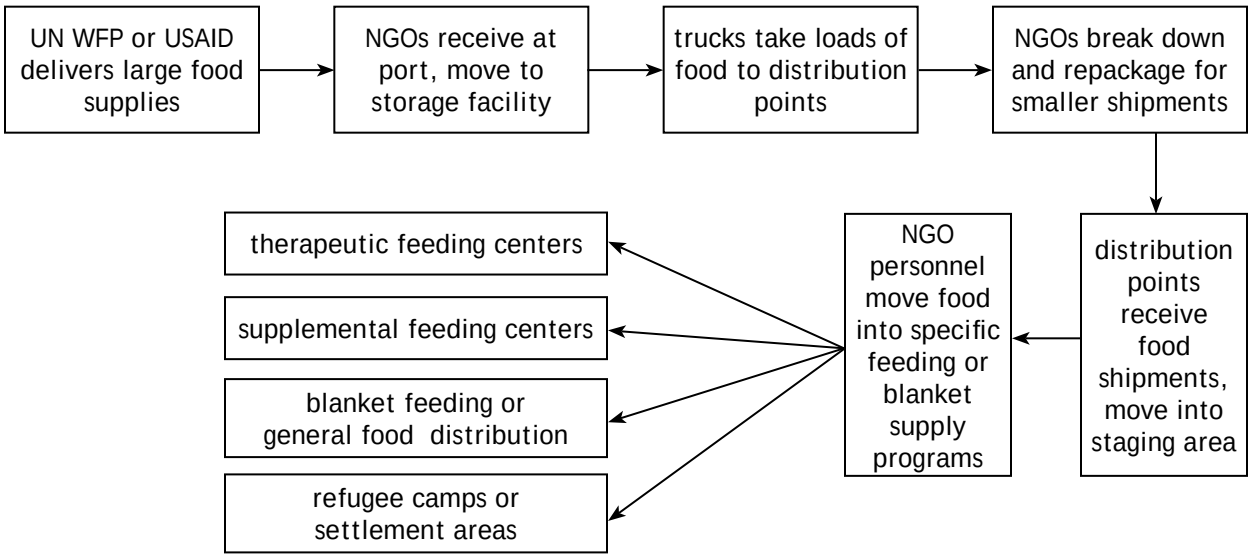
Table 12.1 NGO Food Programs

General food distribution (GFD)	When food insecurity is prevalent, sustainable economic and health development programs are often appropriate, targeting the most vulnerable populations. This is not a blanket coverage, and is most likely not used in large-scale emergencies.
Blanket feeding	This is deployed normally during a severe food crisis and also targets specific populations, normally extending nondiscriminatory feeding programs for pregnant mothers, under-5 children, elderly, and the sick, whether they are facing malnourishment or not.
Supplementary feeding program (SFP)	When malnutrition rates extend over 15 percent and populations still need assistance to fill gaps and in treating specific target groups, NGOs will provide SFPs during the day to provide warm meals, appropriate nutrients, and special foods for various parts of the affected population.
Therapeutic feeding program (TFP)	TFPs are established to treat severely malnourished people, and to provide immediate relief to those of an emergency-affected population in danger of dying because of lack of food. Ideally, TFPs are 24-hour stations. In emergency settings, though, staff and supply limitations will often prevent 24-hour operation.

A more in-depth, emergency-setting specific operations flow could include the processes identified in figure 12.2.

145 For a clear presentation of selective feeding programs and types of selective feeding programs, see the *UNHCR Handbook for Emergencies* (2000), pp. 196–97.

Figure 12.2 Sample of NGO Food Operations



Conclusion: Players in the Food Aid Sector

The international community has created a specific and resourceful community that deals with food aid and nutritional emergencies around the world, and NGOs play an important part. Table 12.1 presents the main actors in food aid.

Table 12.2 Food Aid Organizations

World Food Program (WFP)	www.wfp.org
Food and Agricultural Organization (FAO)	www.fao.org
International Fund for Agriculture Development (IFAD)	www.ifad.org
Food Aid Management (FAM)*	www.foodaidmanagement.org
Pan-American Health Organization (PAHO)	www.paho.org
USAID/Food for Peace	www.usaid.gov/hum_response/ffp
U.S. Department of Agriculture	www.fas.usda.gov/food-aid.html
CARE	http://www.care.org
Catholic Relief Services (CRS)	www.catholicrelief.org
Lutheran World Federation/Relief	www.lutheranrelief.org
World Vision	www.wvi.org
Food for the Hungry (FHI)	www.fh.org
Caritas	www.caritas.org

* Food Aid Management, based in Washington, DC, is a consortium of NGOs and agencies that focus on food aid and nutrition. It has become a central location for thinking and storing information on nutrition and emergencies.

World Food Program

No discussion of humanitarian food aid would be complete without mention of the World Food Program. WFP is an operational UN agency that provides most likely the largest quantities of food aid around the world. With internal logistical infrastructure, ships, trucks, planes, experts, and field offices, WFP offers direct support to displaced populations and also provides support to NGOs when appropriate (see annex 2 for more detail on the WFP, WHO, and UNICEF).

The Food and Agricultural Organization (FAO) is a lead player in food aid, but is sometimes quiet during emergencies. With a mission of providing large-scale development assistance in food sectors and agricultural economies, the Rome-based UN agency based has created some progressive tools for the international community when dealing with and either preventing or responding to nutritional emergencies. Of specific interest to many government and military personnel is the use of satellite and imagery technology for monitoring food supplies. Now superseded by even more advanced technology, FAO created the Global Information and Early Warning System workstation, which uses satellites and GIS services. The FAO description follows.

- FAO uses the Meteosat-based estimates of rainfall and the NOAA/AVHRR-based assessments of vegetation cover as one of the key inputs for operational monitoring of crop conditions by the FAO Global Information and Early Warning System (GIEWS). Assessment of crop growing conditions and related food production outlook is based on agrometeorological observations combined with remote sensing and other relevant socio-economic information. The development of models to integrate satellite and agrometeorological data with socio-economic and nutritional information, using GIS technology, is currently being finalized under the GIEWS Risk Mapping Project. This Project is implemented by FAO in partnership with the Save the Children Fund (SCF-UK) in London and executed by ESCG/GIEWS with financial assistance from the European Union.
- Since early 1992, GIEWS is implementing the project "System Definition and Development of a Computer Workstation for GIEWS" with funding from the EU. The objective of the project is to develop a tool to better integrate image and graphic data especially the socio-economic and nutritional indicators with the satellite-based ARTEMIS products and field agro-meteorological data in the analysis and reporting process of the GIEWS analysts. The University of Arizona has been contracted to develop the GIEWS workstation. A prototype was installed and tested at FAO Rome in June/July 1993. The development of an advanced version of the workstation started in September 1993, along with the establishment of databases. Work on this version was finalized in 1995 and is now fully operational at FAO headquarters. Its applications development at the regional levels is now being undertaken within the framework of the Regional Early Warning System in the SADC region through the FAO/SADC Regional Remote Sensing Project.[146]

146 See FAO, SDdimensions, "FAO activities: Environmental monitoring by satelitte," www.fao.org/sd/eidirect/eire0007.htm (accessed October 20, 2009).

Another development that has stemmed from NGO and private sector cooperation is the FACTS software system. FACTS, or the Food and Commodity Tracking System, was created by Microsoft in 2001 in collaboration with Mercy Corps International (MCI) and Save the Children US.[147] It is an online-based commodity management system that allows NGOs to monitor and track shipments from the port of entry to the point of distribution. At this point, very few NGOs have used it, and MCI and Save the Children are still in beta stages of testing. Advanced stages of this software, Microsoft and testing NGO personnel say, will allow NGOs to use handheld devices, real-time data on relief programs, and minimal bandwidth. It is still in beginning stages but represents a significant amount of energy devoted to attempting to standardize software and logistical systems.

147 See Garin, "Food Aid Community Tracking System," October 6, 2006, Community Information Corps, http://cic.si.umich.edu/node/532 (accessed August 20, 2009).

Chapter 13.

NGOs and Water, Sanitation, and Shelter

Cecili Sessions

Executive Summary

- Water and sanitation services are often the most essential relief activities that can be deployed at the onset of any emergency, and can mean the prevention of disease, malnutrition, and sometimes conflict.
- NGOs manage various types of water and sanitation programs in emergencies, ranging from emergency water provision to latrine building, filtration plant construction, or well boring.
- Other agencies are also involved in water services, but in managing refugee camps and IDP settlements, NGOs are normally the lead agency for specific water services.
- Water is often the hardest material to introduce into an emergency setting, because it is heavy, fragile, and must be secured at all times from unsafe or unsanitary conditions.
- NGOs often empower local communities with water conservation knowledge, sanitation practices, and sustainable equipment during and after emergencies.
- NGO activity in the shelter sector is extensive. NGOs provide emergency housing, refugee camps and management, and longer-term housing as well.

The Institute of Medicine's 2009 report *The U.S. Commitment to Global Health* recognizes the sea change of shifting from a medical to a public health model for humanitarian assistance: "Meeting fundamental human needs lack the glamour of high-technology medicine or rescue, but their value is the significant potential for impact on health because they deal with the major causes of common disease and disabilities across the globe."[148]

This chapter outlines the assessment and response of the humanitarian community to the challenges of meeting Gostin's *basic survival needs* of water, sanitation, hygiene, and shelter. In the context of stability, security, transition, and reconstruction operations (SSTRO), or humanitarian assistance and disaster relief (HA/DR), precarious access to safe drinking water and sanitary living conditions may become jeopardized because of security concerns, or can be overtaxed by population displacement. Shelter might be inadequate because it is either unavailable or inappropriate for the climate and terrain of a new locale. In the chaotic and crowded living circumstances that displaced persons face, the stage is set for preventable outbreaks of water-borne or vector-borne diseases that might otherwise—by access to adequate water, sanitation, and shelter—be prevented.

Water, Sanitation, Hygiene, and the Burden of Disease

The terms *WatSan* or *WASH* refer to integrated, cluster approaches by the global health community to ensure essential services—including access to safe drinking water, provision of basic sanitation, and hygiene education and training—not only in crises but also as a form of sustainable development

148 Institute of Medicine, *The U.S. Commitment to Global Health: Recommendations for the Public and Private Sectors* (Washington, DC: National Academies Press, 2009), www.nap.edu/catalog/12642.html (accessed June 4, 2009).

through capacity-building. Water systems are a perennial natural security concern,[149] and UN Secretary General Kofi Annan asserts that "access to safe water is a fundamental human need and therefore a basic human right. Contaminated water jeopardizes both the physical and social health of all people."[150] Whether approached as an issue of security or of rights, access to WASH is indisputably an issue of health:

- one in six people (884 million worldwide) lack access to safe water for basic needs from a protected well or spring within walking distance of their homes;
- 2.5 billion people—including 1 billion children—live without access to basic sanitation or private hygiene;
- a child dies every 20 seconds as a result of poor sanitation, resulting in 1.5 million preventable deaths yearly;
- 88 percent of diarrheal deaths worldwide can be attributed to WatSan problems; and
- hand washing with soap can reduce the risk of diarrheal diseases by 47 percent.[151]

The health benefits of improved water and sanitation can be translated into increased productivity due to decreased adult and child morbidity, health-care savings, time savings due to more convenient access, and increased school attendance days.[152]

Almost one-tenth of the global disease burden—in disability-adjusted life years (DALYs), as a weighted measure or 6.3 percent of all deaths—could be prevented by improving water supply, sanitation, hygiene and management of water resources. Avoidable health-related costs are estimated at $7.3 billion globally.[153] The following significant global health concerns are directly related to the adequacy of WASH efforts:

- diarrhea spread by fecal-oral transmission, including cholera, typhoid, and dysentery;
- malnutrition contributing to death, developmental challenges, and increased susceptibility to infectious diseases;
- intestinal nematode infections from fecally contaminated soil afflicting up to one in three people worldwide; and
- trachoma (a cause of preventable blindness), lymphatic filariasis, schistosomiasis, and malaria.[154]

WASH may also impact physical health through respiratory infections related to hygiene, drowning, toxic exposures, micronutrient intake, and the extremes of drought, flood, and climate change.

149 Pacific Institute, *The World's Water*, www.worldwater.org/www./chronology.html (accessed June 11, 2009).

150 World Water Day 2001, "Message of UN Secretary-General Kofi Annan," March 22, 2001, www.worldwaterday.org/wwday/2001/news/msgun.html (accessed June 4, 2009).

151 UN Water, "Statistics: Graphs & Maps," www.unwater.org/statistics_san.html (accessed June 11, 2009).

152 UNICEF, "Soap, Toilets, and Taps" (2008), www.unicef.org/wash/files/FINAL_Showcase_doc_for_web.pdf (accessed June 9, 2009).

153 Jamie Bartram, Kristen Lewis, Roberto Lenton, and Albert Wright, "Focusing on Improved Water and Sanitation for Health," Lancet 365 (9461): 810–12, www.unmillenniumproject.org/documents/TheLancetWater.pdf (accessed June 5, 2009).

154 Annette Prüss-Üstün, Robert Bos, Fiona Gore, and Jamie Bartram, *Safer Water, Better Health: Costs, Benefits and Sustainability of Interventions to Protect and Promote Health* (Geneva: World Health Organization, 2008), http://whqlibdoc.who.int/publications/2008/9789241596435_eng.pdf (accessed June 11, 2009).

Additionally, WASH influences social health and gender equity issues surrounding school attendance for adolescent girls and lost productivity of women procuring water.[155] Adequate shelter is closely tied to the provision for water, sanitation, drainage, or the collection of household waste. Lack of shelter leaves people vulnerable to insect exposure, extremes of heat or cold, and environmental hazards, and can adversely impact mental health and community resilience.

Standards for Emergency Shelter and Water, Sanitation, and Hygiene (WASH)

SSTRO or HA/DR interventions should ensure that *basic survival needs* of water, sanitation, hygiene, and shelter for affected or displaced populations are met in a manner consistent with international standards for humanitarian assistance and conducive to interagency sustainable development. The following summaries reference USAID, UNHCR, and SPHERE guidelines for emergency provision of shelter and water, sanitation, and hygiene (WASH).

The USAID *Field Operations Guide for Disaster Assessment and Response* offers the following insights into priorities and considerations for meeting the needs of shelter and WASH, with an emphasis on involvement of those receiving assistance in the process:

- The provision of *water* demands immediate attention from the start of an emergency. The objective is to ensure the availability of enough safe drinking water to meet at least minimal health and hygiene needs, including drinking, cooking, washing, and bathing. Sources of fresh water may be identified by local government, local population, displaced persons, UN/NGOs, terrain inspection, maps, or hydrologists. If the locally available water supply is not enough to meet the minimum needs of the population, consider relocation, because water must be brought in by truck. Water distribution is an important consideration in camp layouts to ensure easy, safe, and controlled access to water for displaced persons. (Water storage and treatment are also discussed in detail.)
- Disruption and overcrowding of people impacted by disaster or conflict make *sanitation* a critical issue. Sanitation facilities to which individuals were accustomed may no longer be available, leading to indiscriminate disposal of human excreta and other waste products and posing a serious health threat. A comprehensive environmental health program must address provision of safe water; disposal of human excreta, wastewater, and garbage; insect and rodent control; safe food-handling practices; and site drainage. An acceptable and practical system for disposal of human waste developed in cooperation with the affected population is vital, even if circumstances necessitate a departure from culturally traditional practices. Providing special public health or *hygiene* education may be required to ensure that the system is used.
- Settlements are concentrations of people in physical space, and key features include *shelter* and related support services. A key objective of any shelter sector intervention should be the timely provision of safe, secure, private, and habitable shelter that provides protection from the elements. Community participation and needs are critical to determining the kind of housing needed, the materials and design, who constructs the housing, and how long it will

155 Ibid.

need to last in a given situation. The intervention should feature covered living space of at least 3.5 m^2 per person, cognizant that expansion is probable as part of a future, incremental construction process. Lack of adequate shelter and clothing can have a major adverse effect on the health and nutritional status of displaced people.[156]

The Sphere Project is a handbook of minimum standards in disaster response, a collaborative humanitarian charter between IFRC and NGOs, and "an expression of commitment to quality and accountability." Sphere emphasizes "the alleviation of human suffering arising out of calamity and conflict," the right to life with dignity, equitable access to services for vulnerable subpopulations, and the processes of needs assessment and key indicators of effectiveness. The following compilation of minimum standards, key indicators, and guidance notes from the Sphere handbook pertain to WASH (chapter 2) and shelter (chapter 4).

- Providing a minimum survival level of safe drinking *water* on a regular basis is critical. Average water use for basic needs is 15 liters per person per day, and survival needs may be as low as 3 liters depending on climate and individual physiology. Maximum distance to the nearest water point is 500 meters, with a wait time of 15 minutes or fewer. Distribution of clean and appropriate collection and storage containers (two per household) or treatment with residual disinfectants such as chlorine can minimize the health risks of recontamination of freshwater sources and ensure that there is always water in the household. Turbidity and palatability are additional concerns.
- The standards for *sanitation* ensure that people have "rapid, safe, and acceptable access at all times" for excreta disposal. Before construction of toilets, it may be necessary to create trench latrines or a defecation field, with 30m from groundwater sources and 1.5m above the water table. Each communal toilet may serve up to 50 people, decreasing to a maximum of 20 people as soon as feasible. Toilets should be located no more than 50m from dwellings, and be arranged by household (up to five families) or segregated by gender. Urinals should be provided for men, and the ratio of women's cubicles to men's should be about 3:1. Shared responsibility is vital for cleaning and maintaining shared or public toilets and immediate disposal of children's feces. Toilets should be designed with input from the population regarding privacy and security concerns to ensure continued use and cleaning, and to minimize fly and mosquito breeding.
- Avoidance of risky *hygiene* behaviors requires community mobilization (2 promoters per 1000 members of the population), provision of essential materials and facilities, avoidance of overburdening, and sharing of information and knowledge between the affected population and donors of humanitarian assistance in order to identify key hygiene risks and behaviors and to ensure optimal use of facilities. At least 250g of soap should be made available per person per month. Communal bathing facilities should provide separate cubicles for males and females. One laundry wash basin per 100 people is recommended, along with private laundering areas for women. Facilities should be strategically located to facilitate hand

156 USAID, *Field Operations Guide for Disaster Assessment and Response* (2005), version 4.0, www.sheltercentre.org/library/us+aid+field+operations+guide+disaster+assessment+response (accessed October 15, 2009).

washing after defecation and before eating or food preparation. Adequate vector control mechanisms are essential to prevent disease.

- The Shelter and Settlement section discusses strategic and physical planning, design, construction, and environmental impact. Additionally, the recommendations for covered living space include provision of dignified accommodation, permitting essential household and livelihood activities, and separation of by family, age, or sex as needed. At least 3.5m^2 per person of living space—with the notable exception of short-term provision of shelter in the aftermath of disaster, to save lives, or shelter the greatest number of people in need. Existing cultural practices should be preserved whenever possible in consideration of design and materials.[157]

UN Cluster Approach: WASH and Emergency Shelter

The UN Cluster Approach was first implemented in the aftermath in the Pakistan earthquake of October 8, 2006, and emphasizes accountability, predictability, and reliability to close identified gaps in humanitarian response provided by the Interagency Standing Committee—UN agencies, the Red Cross and Red Crescent Movement, and NGOs.[158]

Recognizing the direct causal link between child mortality and WatSan, UNICEF (UN Children's Fund) serves as lead for the cluster on Water, Sanitation, and Hygiene (WASH). "All UNICEF WASH programmes are designed to contribute to the Millennium Development Goal for water and sanitation: to halve, by 2015, the proportion of people without sustainable access to safe water and basic sanitation."[159] Active working group participants include Action Against Hunger (ACF), CARE International, CDC, Concern, Catholic Relief Services (CRS), InterAction, International Centre for Health and Migration (ICHM), IFRC, International Rescue Committee (IRC), Mercy Corps, Norwegian Church Aid, Oxford Committee for Famine Relief (Oxfam), Register of Engineers for Disaster Relief—International Health Exchange (RedR-IHE), UNHCR, UN Relief and Works Agency (UNRWA), WHO, and World Vision International (WVI).[160]

The Global WASH Cluster Strategic Framework outlines coordination with country-level teams, standardization, capacity for humanitarian response, preparedness, and best practices.[161] Additional guidance in the UNHCR *Water Manual for Refugee Situations* describes "the technical characteristics and functioning of components, structures or equipment that may form part of a refugee water supply

157 The Sphere Project, www.sphereproject.org (accessed June 5, 2009).

158 www.reliefweb.int/rw/lib.nsf/db900sid/AMMF-6P8D2M/$file/aa-gen-apr06.pdf?openelement (accessed 12 June 2009). ActionAid International, "The Evolving UN Cluster Approach in the Aftermath of the Pakistan Earthquake: An NGO perspective" (Johannesburg: ActionAid International, 2007).

159 UNICEF, "Water, Sanitation and Hygiene," www.unicef.org/wash (accessed June 11, 2009).

160 Humanitarian Reform, "Water Sanitation Hygiene: Global WASH Cluster," 2008, www.humanitarianreform.org/humanitarianreform/Default.aspx?tabid=76 (accessed June 11, 2009).

161 Humanitarian Reform, "Water Sanitation Hygiene: Resources and Tools," 2008, www.humanitarianreform.org/humanitarianreform/Default.aspx?tabid=161 (accessed June 11, 2009).

system," while urging use of the highest possible standards and consideration of political, social, and funding circumstances.[162]

With mandates to protect the world's most at-risk populations, the Office of the UN High Commissioner for Refugees and the International Federation of the Red Cross and Red Crescent Societies co-chair the Emergency Shelter Cluster. UNHCR takes the lead in the area of IDPs affected by armed conflict, and IFRC leads in disaster situations. Additional partners include the UN Human Settlements Programme (UN-HABITAT), OCHA, the Norwegian Refugee Council (NRC), Oxfam International, CARE International, the Cooperative Housing Foundation (CHF), Shelter Centre, the International Organization for Migration), UNICEF, UNDP, WFP, and the Danish Refugee Council (DRC).[163] The Emergency Shelter Cluster Toolkit includes lessons learned, reference materials, coordination documents, and technical guidelines for construction and placement.[164]

Summary

People cannot live long without water, and they cannot stay healthy for long without sanitation or shelter. "Far more people endure the largely preventable effects of poor sanitation and water supply than are affected by war, terrorism, and weapons of mass destruction combined," resulting in about one tenth of the global health burden.[165] When HA/DR and SSTRO are conducted in a baseline context of limited or inadequate access of local or displaced populations to basic survival needs for shelter and water, sanitation, and hygiene (WatSan or WASH), USAID, UNICEF, UNHCR, and SPHERE provide evidence-based standards for intervention.

162 UNHCR, *Water Manual for Refugee Situations* (Geneva: UN High Commissioner for Refugees, November 1992), www.reliefweb.int/rw/lib.nsf/db900SID/LGEL-5G8K4A?OpenDocument (accessed June 4, 2009).

163 Humanitarian Reform, "Emergency Shelter: Introduction," www.humanitarianreform.org/humanitarianreform/Default.aspx?tabid=77 (accessed June 11, 2009).

164 Humanitarian Reform, "Emergency Shelter Cluster Field Coordination Toolkit," www.humanitarianreform.org/Default.aspx?tabid=301 (accessed June 11, 2009).

165 Editorial, *Lancet* 371 (28 June 2008), www.sph.unc.edu/images/stories/news/28_06p2145_long_ed.pdf (accessed June 11, 2009); www.unmillenniumproject.org/documents/TheLancetWater.pdf, note 5.

Chapter 14.

NGOs and Protection

Steven Hansch and Grey Frandsen

In the parlance of aid agencies, *protection* is distinct from *assistance*. Where assistance takes the form of the provision of raw commodities (food) or services (health-care attention), protection refers to something more subtle: helping populations avoid being targeted for persecution or attacks. The core concept is to prevent any displaced population from being killed or harmed during or immediately after an emergency. Longer-term protection roles also arise for populations that have been displaced for extended periods, or for those that may permanently alienated from their home after war or genocide.

Protection implies action—doing something to stop or reduce a genocide, massacres, or systematic rape. Increasingly in the community of NGOs, a sense has grown that each agency has an unavoidable responsibility to report what it observes, which often means to report to external authorities, the UN, western governments, or the news media.

Most humanitarian aid agencies do not refer to their work as protection, even if they deliver protection as an ancillary aspect of their operations. For example, although IRC, IMC, World Vision, and dozens of traditional aid NGOs focus on food, water, and health care, they also provide protection through their presence, observation, and reporting. They don't advertise this aspect of their work, however.

Executive Summary

- *Protection* means helping populations avoid being targeted for persecution or attacks
- NGOs participate in protection activities in a variety of ways.
- The military is the most capable of providing protection, but NGOs fill major gaps when military protection is not available, and when protection means relocation, advocacy, migration issues, and asylum needs.
- Emergency response NGOs often partake in protection activities without specifically highlighting it in their program descriptions: shelter services, advocacy and transportation services are often part of protecting a population from discrimination or danger.

The NGOs who do recognize that protection is a central basis of their work are the NGOs classified as human rights organizations. That is, they monitor and report on human rights problems, though they don't deliver any direct services. These include NGOs that emphasize voice over implementation, who publish reports, meet directly with leaders and policymakers. Several among them are well known:

- Amnesty International
- Human Rights Watch
- Lawyers Committee for Human Rights
- Physicians for Human Rights
- Refugees International

Differing Interpretations of Protection

There is no common agreement among NGOs on what the overlapping elements of human rights, justice, equality, international humanitarian law, common law, peace, war-crimes trials and enforcement of protection are.

Several key civilian agencies view protection as being composed primarily of observing, or documenting human rights abuses in the field, and then reporting—arguing with governmental authorities, sometimes in outrage. Other NGOs add to this a list of other practical activities that can be undertaken to protect the displaced.

The following are examples of protection activities undertaken by NGOs and IOs.

- Legal action or lobbying or enjoin a government to allow asylum-seekers to stay in a country—that is, to not be forcibly returned to the country they fled where, if returned, they might be killed. This would be an example of reference to refugee conventions and the principle of nonrefoulement.
- Advocacy and lobbying by the ICRC or Human Rights Watch, to ask warring factions not to fire weapons (such as mortars) into civilian population areas, which would be a violation of the laws of war and Geneva Conventions.
- Generating international attention to attacks on civilians, in the hopes of stopping killings through international embarrassment or by the intercession of governments. For example, if an advocacy group like Refugees International calls attention to killings in the Democratic Republic of Congo, they expect that the media highlight or attention will compel armed killers to back off.
- Providing refugees with identification so that they have some legal status, or record, that will help them be remembered and claim some rights as citizens, perhaps later when returning home, an activity many agencies helped with, for example, when Kosovars fled to Albania in 1999.
- Helping smuggle populations in danger out of areas where they are being persecuted, a common activity of protection groups working with Jews during World War II.
- Creating and enforcing safe areas where civilians won't be targeted is a common tactic, often unsuccessful. Aid agencies help displaced families in Sri Lanka in these open assistance camps, in enclaves in Bosnia, and in IDP camps in Burundi.
- Reporting rights violations as part of public health monitoring. For example, the American Refugee Committee, in charge of health surveillance for the Cambodian refugees in Thailand (in the largest camp, Kao I Dang), added physical violence to their list of reportable health events, allowing aid agencies and authorities to begin to track down and reduce cases of political persecution within refugee communities.
- Just being there. Aid agencies achieve enormous protection effects indirectly, by just living and working with emergency-affected populations. Just before he was killed in Chechnya, Fred Cuny called on more NGOs to join him there, pointing out that expatriate presence in

Grozny, by itself, had kept the Russians from aerial bombing. Cuny was concerned about the less-mobile, urban-based elderly who would have been killed.

International Organizations Lead in Protection

The two agencies that see protection as their responsibility are UNHCR, in refugee settings, and ICRC, in war zones. Both agencies view their job primarily as requiring them to intercede with municipal, military, or other government offices to bring rights problems to their attention and to point out to them the international laws that need to be followed to correct the situation.

Many NGOs view the work of UNHCR and ICRC as good, but inadequate. Instead, NGOs think that both UNHCR and ICRC are compromised by being intergovernmental organizations that must, ultimately, be polite with government authorities. For example, they will not publicly shame the governments for the abuses that occur. Second, NGOs believe that both groups are unwilling to risk taking any more direct action. Because both organizations are intent on ensuring their continued presence in country, they do not take bold steps to protect the affected population because doing so might interfere with coordinating a range of assistance efforts.

If factions or governments have already made up their minds to kill people, suggestions made by UN diplomats in capital cities may do little good.

Some may argue that the most important protection that NGOs achieve for the displaced is simply the NGO's presence in pursuit of more mundane programs. In the course of providing food deliveries, public health, and education services, NGOs bring in staff who cannot or do not help physically but observe the local conditions, potentially preventing massacres.

Shortfalls

NGOs have been prominent in bringing human rights abuses to international communication and news channels. But NGOs have been less effective at taking more practical actions in field locations—monitoring or negotiating security, or providing security with force.

One useful example has been the militarization of many refugee camps. In numerous camps of refugees and IDPs in the Horn of Africa, Pakistan, Sri Lanka, Indochina, and Central America, the social structures, economics, and population movements are controlled by refugee and IDP leaders who exert their own credible threats over the refugees with the threat or use of force, often with bandit or gang-like groups.

Because some refugee camps may exist for many years, armed factions in conflicts are able to draw on them for recruitment, allowing their military effort to survive or grow. Even where the warrior

community lives apart from the women and children, they remain linked. The refugee community provides a pool for recruitment, serves as a buffer population against attack, is a political symbol of the failure of the opposing faction, and legitimizes the warrior community. The Khmer Rouge army drove a large civilian population along with it when it retreated from Cambodia to the Thai border in 1979. Many among that Cambodian population became refugees because they were instructed to do so, and remained in exile for more than a decade because of the strategic needs of the Khmer Rouge warrior faction.[166] A more current example is the recruitment of combatants in the Darfur refugee camps in Chad where children are a target for recruitment by warring factions.

The problem of warrior communities has not been solved by donors or the UN. Refugees (not combatants) have not been disarmed in any recent crisis. Afghan refugees in Pakistan and Somali refugees in Kenya remained heavily armed, though there were few threats to them while they were in these countries of asylum. The Rwandan Hutu refugees, in contrast, used their period of exile in Zaire (DRC) to rearm and retrain. In recent years, success stories of defusing warrior communities have come where political negotiations have included the leaders of each faction and peace accords have laid clear steps for demobilization and integration. Limited success has been seen in, Mozambique, El Salvador, and South Africa. Even with peace agreements, however, demobilization and disarming may not happen, as seen Angola.

Conclusion: Protection NGOs

Five protection-oriented NGOs are profiled here and in annex 1. These are not specifically emergency-response NGOs, but are nonetheless active in emergencies in a variety of ways.

Human Rights Watch (HRW). Possibly the largest and most published of all agencies that report on human rights problems, HRW not only covers every country in the world, it also has specialized programs that track issues like landmines, arms trade, refugee asylum, torture, slavery, and the rule of law. The Human Rights Watch network grew out of Helsinki Watch, which was established as a mechanism to promote human rights across the Iron Curtain.

Amnesty International. Because of its extensive networks of chapters around the world, particularly the United States and England, Amnesty International is the best known reporting agency. Like HRW, AI does not specialize in large-scale crises, but has traditionally focused on smaller sets of prisoners of conscience—those jailed or tortured for their political views. As an extension of this work, AI has observed patterns and trends that tip them off to larger problems, growing refugee flows, and so on.

United States Committee for Refugees (USCR). Based in Washington, DC, USCR is best known for publishing an annual survey that tallies the numbers of refugees and internally displaced persons in each crisis around the world. USCR advocates for the right to asylum and testifies before Congress to encourage funding for refugee protection and assistance. They release special reports from time to

166 For a detailed account of the events that led to the Khmer Rouge setting up warrior camps in Thailand, see William Shawcross, *The Quality of Mercy* (New York: Simon and Schuster, 1984).

time, in an effort to call attention to neglected crises. But USCR is best known for its annual, the *World Refugee Survey*, which is the single standard for data and analysis about the numbers of refugees and internally displaced and the political circumstances affecting their plight in the past year.

Physicians for Human Rights (PHR). Based in Boston, Physicians for Human Rights is a small American NGO with a large network of concerned members, largely but not exclusively doctors. Some members volunteer their time to travel on missions, typically to apply scientific methods of inquiry and documentation to document the problems in crisis zones, for example reporting on the numbers of un-armed civilians harmed in Palestine, Kosovo, or Rwanda.

Along with ICRC and the Vietnam Veterans of America Foundation (another NGO), PHR catalyzed the international movement to ban landmines which resulted in the landmine-ban treaty, for which it won the Nobel Peace Prize.

Increasingly, PHR has developed a capacity for forensics in war-zones, applying both archaeology (unearthing graves) and forensic detective work to human rights documentation. PHR teams, among others, documented the numbers of people executed, found in mass graves in Kosovo and in Srebrenica, Bosnia.[167]

Cultural Survival. Like its British counterpart, Survival International, the Cambridge-Massachusetts-based Cultural Survival strives to protect small minority groups. It focuses particularly on tribes that speak unique and endangered languages, are not well integrated into modern economies, and are ignored or persecuted by the governments of the countries where they live. Most of Cultural Survival's work is in the Andes, Amazon forest, Guatemala, West Africa, and South Pacific islands. It raises money from the public to run small ongoing centers for local language and culture documentation and training. It is the operational extension of much of the academic research done by anthropology departments of universities. Cultural Survival is especially closely tied to Harvard University's Department of Anthropology and Museum of Anthropology. Its journal, the *Cultural Survival Quarterly*, appears on newsstands across the United States and deals with themes such as refugees, land-use rights, tourism, and conflict.

167 The world was aware, based on journalist research, that 7,000 men were killed in Srebrenica shortly after the massacre. PHR forensics research later provided more accurate data, that more than 8,000 had been killed.

Part 3.
NGO Operations

Chapter 15.

NGO Logistics

Executive Summary

- NGOs use efficient, private, and often ad hoc logistical systems during emergencies.
- NGO operations during emergencies often face major logistical obstacles, and their logistical systems reflect the fact that areas of operation are harsh, violent, resource-poor, and not conducive to smooth operations.
- Logistical systems are required for relief operations and emergency responses, and each NGO has a different way of managing its logistical requirements. When individual NGOs act without coordinating with other actors, they may waste energy or efforts.
- Most NGOs farm out logistical tasks to the private sector or rely heavily on government or military support for major logistical tasks (air lifts, commodity procurement, etc).
- Small NGOs that respond to emergencies are often the largest victims of not producing or preparing logistical systems or protocol. By extending themselves into an emergency, they often become overwhelmed by the requirements or responsibilities placed on them by the international community.
- Larger NGOs have, in the past few years, been extremely diligent in discussing and testing logistical systems that will span across agencies and organizations, and that will make emergency operations more efficient.
- Some NGOs do have significant capacity, but many do not. NGOs vary in logistical capacity, and for this reason cannot be typified.
- The Department of Defense and the UN are the largest logistical service providers in the world outside the combined capacity of the private sector. They frequently assist NGOs in emergency settings.

NGOs "do" logistics, but not necessarily in the same way as governments, militaries, or for-profit companies. NGOs are private, independent actors with limited capacity to keep major logistical capacities on-board when no emergency operations are required. Although many larger NGOs are now hiring logistics professionals, technology specialists, and operations support staff, some NGOs have very little logistical experience or capacity.

The definition of *logistics* for the purpose of this guidebook is twofold. First, the word can refer to the practices and activities an organization will use to implement humanitarian assistance programming. More specifically, however, logistics are the activities that enable an organization to support field-based or remote activities during humanitarian emergencies. This can include procurement, shipping, communications, transportation, safety, material provision, storage, and distribution. A second definition is more general: the activities and processes of managing relief or development operations.

Logistical activities in emergency settings are critical. Because emergency-affected populations often depend on external food supply, emergency medicine, communications, or other forms of resource support, logistics plays a primary role in facilitating the supply of relief material and services quickly and under harsh conditions.

Although small and large NGOs have completely different ways of managing logistical processes and tasks, all NGOs face similar requirements and conditions in the field. This means that no matter the scale of activity, NGO logistics must be coordinated to meet the needs of affected populations urgently and efficiently while maintaining a fair amount of transparency to donors and other operating agencies. Because NGOs are not government

or military entities they must participate on the private market in many cases, and must work within a specific set of conditions. Private shipping companies, for example, may be glad to take an NGO contract for shipping thousands of tons of relief supplies, but may deny service involving dangerous disaster settings, war zones, or complex humanitarian emergencies (CHEs). This chapter discusses five topical areas concerning NGO logistics: preemergency logistical systems, procurement and storage, shipping and transportation, distribution, and management.

Preemergency Logistical Systems and Capacity

Unlike government agencies, the UN, and other entities, NGOs do not normally stockpile logistical infrastructure or relief materials because the time, place, and type of the next emergency are typically unknown. Before emergencies hit, NGOs often have minimal logistical infrastructure in place because regional logistical capacities are often useless and expensive to maintain. Thus, many NGOs maintain the capability to expand logistical operations quickly and specifically after choosing to respond to a particular emergency. Conversely, many NGOs specialize in various types of logistical services, and manage in-house logistical systems that rival private or government sector systems in terms of efficiency and capacity.

Many NGOs have developed in-house logistical systems from years of experience operating in humanitarian emergencies, war zones, and disaster settings. By compiling lessons, NGO staff members may settle in to routines, patterns, and practices without thinking specifically about defining them as logistical processes. For example, Relief International (RI) does not have a specific logistical handbook or series of procedures formally recorded or followed in each emergency to which it responds. It does have operating procedures and staff expertise in specific areas, and logistical tasks are carried out by able staff members who know what needs to be done during the initial phases of an emergency. When an emergency hits, RI staff members use contracts with shipping companies already established for the movement of material into the affected region, use travel agencies that specialize in hard-to-find overseas transport for sending staff members to the region, and call on material or commodity donors RI has worked with in the past for the actual material it will be sending.

Because RI is a relatively small operation, logistics are not necessarily operational feats nor major challenges at the headquarters level. One of the most important logistical functions provided at HQ is the management of information and decision-making for program operations in the field. NGO HQs are typically equipped with multiple telephone lines, fast internet connections, supporting literature and references for technical programming (water and sanitation, health, construction, and the like). NGOs often focus on beefing up capacity for emergency operations. Some NGOs will have spare rooms attached to their main offices for use during emergencies as “war rooms” or overflow space for increased levels of staffing or volunteers that may help out during an emergency. Relationships established with shipping, communications, travel and donors before an emergency are all essential tasks that make emergency logistics more efficient.

NGOs do prepare various types of equipment for emergency deployment. Having cases of communication equipment, short-term but critical relief supplies, and other tools ready to go with emergency staff members can simplify some of the logistical tasks for managing initial assessment or relief operations in an emergency. The contents of a tote case or emergency kit—and thus the beginning of logistical operations—often include the items in the following table (table 15.1):

Table 15.1 Emergency Logistical Kits

satellite phone (VSAT)	medical manuals/CD-ROM compilations
primary emergency medical kit (bandages, ointments, sanitizers, ORS packets, pain medication, and the like)	flashlights
maps and language books	weather kit (poncho, all-weather blanket, hat, sunscreen, and so on)
laptop with mini printer (for proposals, e-mail), modem and potential external disk drives	small set of tools
compass and leveler	NGO stickers, t-shirts, or other items with NGO insignia
NGO annual report, operation procedures, and the like	small office supplies
MREs or other foodstuffs for staff	cash
a GPS unit	a hand-held technology device (Palm Pilot, IPAQ, and so on)
handheld and HF radios	VHF units for short-range communications

When NGO employees are dispatched to an emergency from the United States, they'll have this minimal equipment ready to help them do their job once in-theater. NGOs also may consider training activities, contract establishment, and technology systems part of their preemergency logistical system capacity or capacity-building activities.

Without specifically planning for emergencies, NGOs that are flexible can easily convert routine operations into emergency response and can rely on solid logistical capacity to ease into relief activities. Material, equipment, and operating procedures can be translated into emergency capacities and logistical tools. Trucks, radios, office space, local staff, relationships with local contractors or companies, road and transport knowledge and structures, and communication systems (inter- and intraregional) can all be easily turned into logistical tools providing an NGO with a comparative advantage in emergency response.

Planning stages also are often included in the preemergency phases of an organization's logistical activities. Medium-sized and large NGOs often attempt to create a series of policies or standard operating procedures for emergency response, including logistical systems for various potential scenarios. CARE and World Vision both have emergency response units that pride themselves on being able to command large logistical capacities for delivering humanitarian relief in very short periods. This may include shifting resources from a nearby region, delivering trucks or technical equipment within a few days, or dispatching program and logistics teams to the affected region.

Procurement and Storage

The procurement process during any emergency is often one of the most important variables that will lead to either success or failure of a relief operation. Procurement is getting important supplies to a region that are useful, timely, and appropriate for the affected population. NGOs are effective at procuring almost all material needed for an effective humanitarian response. For the purposes of this manual it is useful to highlight two types of procurement: local and international.

Most relief supplies and material in recent emergencies have been procured locally. After an NGO establishes operations and funding for programs on the ground in the emergency setting, many of the relief materials are purchased and obtained locally or regionally for market prices (sometimes inflated). When a natural disaster hits, for example, most building supplies and materials can be found in nearby areas where the impact has not been as severe. Medical supplies stockpiled by the affected country's Ministry of Health and can be tapped for use in extraordinary conditions. Trucks, as used by both the NGO community and the UN and government agencies, are often rented, leased, or purchased locally, as are water trucks, generators, local communication equipment, and sometimes even technology equipment. It is often surprising to NGO personnel and others how many resources can be found on local markets in an emergency-affected region.

International procurement is also necessary in humanitarian emergencies. Some emergencies wipe out a country or region's food stocks, medical facilities, housing and housing materials, and technical systems, and thus demand a response that will include replacement of or supplements to these goods. Technology equipment is often procured outside an emergency-affected area, as are advanced medical equipment, large quantities of immunizations, special vehicles, land-mine removal equipment, and food. International procurement comes in a variety of forms. For many NGOs, relationships are established before any specific emergency with local U.S.- or EU-based companies and organizations that will donate goods for a worthwhile cause or during an emergency. Pharmaceutical and medical supply companies are excellent examples of private businesses that seek to offload excess inventory or soon-to-expire material for a good cause. NGOs frequently arrange shipment of such donations directly to the region of concern, bypassing any HQ-side storage requirements. Other NGOs keep stockpiles of relief supplies and materials on the HQ-side (in the United States or EU, primarily) that are ready for deployment, with an established relationship with a shipping forwarder or shipping consolidator in a nearby port or airport.

Food is a special case. When a country loses the ability to feed parts or all of its population, it does not always mean that there is a lack of food. Frequently, political problems or economic failure prevent food from being produced efficiently or from getting to the right places. Food aid, therefore, is often challenging to deliver because of the political, economic, or social conditions that gave rise to the malnutrition or hunger problem. Emergency food relief involves tapping external food sources, paying extra attention to the logistical processes of delivering food, and taking into consideration the safety of staff members, security of equipment and food stores, potential food and equipment loss, chaos, and potential failure of mission.

NGOs also have established relationships with the U.S. and European governments and the UN. Government agencies like USAID, CIDA, ECHO, and DFID manage food commodity systems that allow for distributing, diverting, or purchasing large quantities of food for specific emergencies. Instead of stockpiling, these agencies depend on a global capacity shared among agencies and countries to call on grain and other food reserves on short notice. NGOs coordinate closely with these agencies in many cases, and often assisting with assessments and recommendations for the amount and types of material required. NGOs then pick up the ground-level programming within the affected region by accepting large shipments or coordinating the distribution to field storage or distribution points.

The diagram in figure 15.1 shows a sample procurement process. When an NGO's management (at both field and HQ levels) decides that it is poised to respond to a new emergency, it either mobilizing a team in the region already (often the case) or dispatches a new team altogether. In either case, there are two simultaneous tracks of operations. For the field staff, relaying information and setting groundwork for logistical systems are primary duties. For HQ staff, liaising and coordinating with large government, military, and UN agencies are primary tasks to get large levels of commodities moving toward the emergency. Whether as a private shipment or large-scale food shipment, the NGO will receive the goods and move the material into local storage facilities before distribution. At the same time, NGO field staff members arrange procurement in-country, obtaining all of the supplies, materials, and tools that can be purchased either on the private markets or from other agencies or organizations in the country or region.

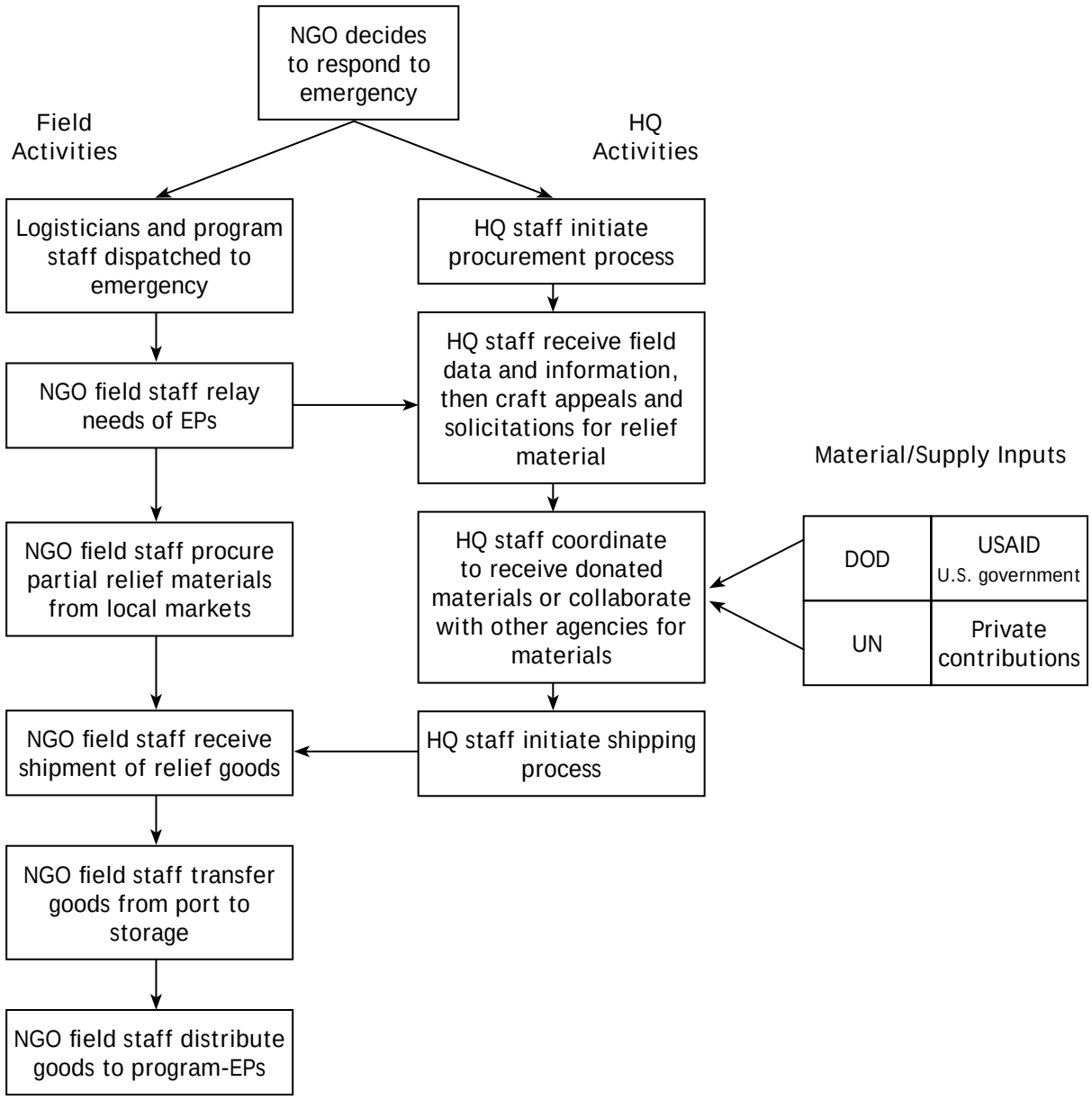
NGOs and other relief agencies frequently depend on contracts with the private sector that determine the types of equipment and materials that may be needed during an emergency—before it occurs. Many of these contracts are with companies in the EU or United States and guarantee that the company will provide specific supplies or services (or both) within 48 hours of request. Building material companies, communications and technology companies, and shipping and transport companies are all types of private sector firms that seek relief contracts and business with NGOs and government or UN agencies during emergencies. The private sector is ideally suited for much of this work because it can ramp up production quickly, and in the short term can divert considerable resources. For an NGO, such collaborations permit maintaining attention to life-sensitive engagements when a new emergency erupts and purchase supplies when needed "just in time" rather than storing materials in locations "just in case," which may or may not prove useful.

The humanitarian industry has created a number of warehouses and stockpiles of relief materials and equipment. They are strategically located in parts of the United States, EU, Africa, and Central America to help improve response times and buffer material requirements. ReliefWeb/OCHA holds a central registry of this information but it is a bit difficult to fully gauge what materials are actually on hand.[168] The website lists information about locations and partial levels of material. A map of publicly available information as of April 2008 regarding emergency stockpile contents and locations for various humanitarian organizations is available at http://ocha.unog.ch/cr/docs/rw_LSU_stockpiles080422.pdf.

168 OCHA, "Introduction to the OCHA Central Register," http://ocha.unog.ch/cr (accessed June 20, 2009).

Organizations with stockpiles store all sorts of goods including jerry cans, blankets, tents, hoses, and first-aid supplies and some medications, which are only used in exceptionally severe emergencies.

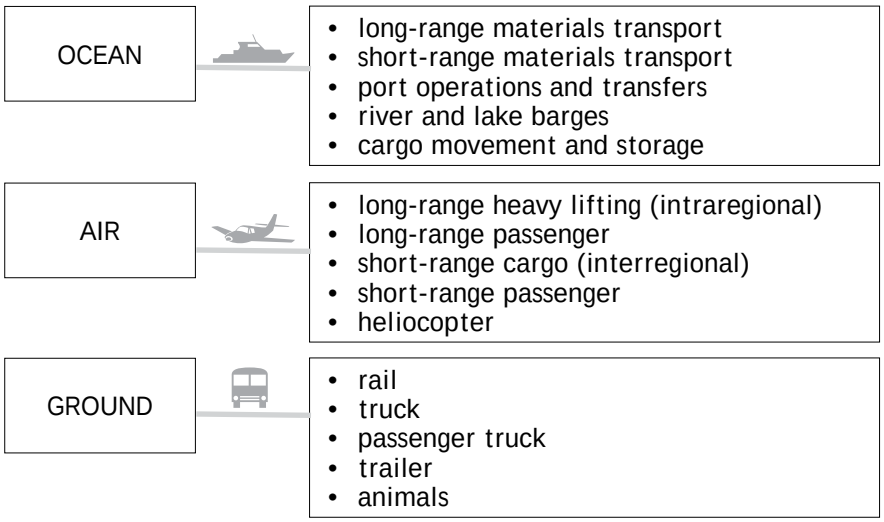
Figure 15.1 Procurement Process



Shipping and Transportation

NGOs procure supplies and materials both locally and internationally, and may ship independently or in collaboration with other NGOs or large agencies. A variety of shipping methods for moving goods from the point of origin to the point of distribution are used by NGOs in an emergency setting.

Figure 15.2 Categories of Transportation



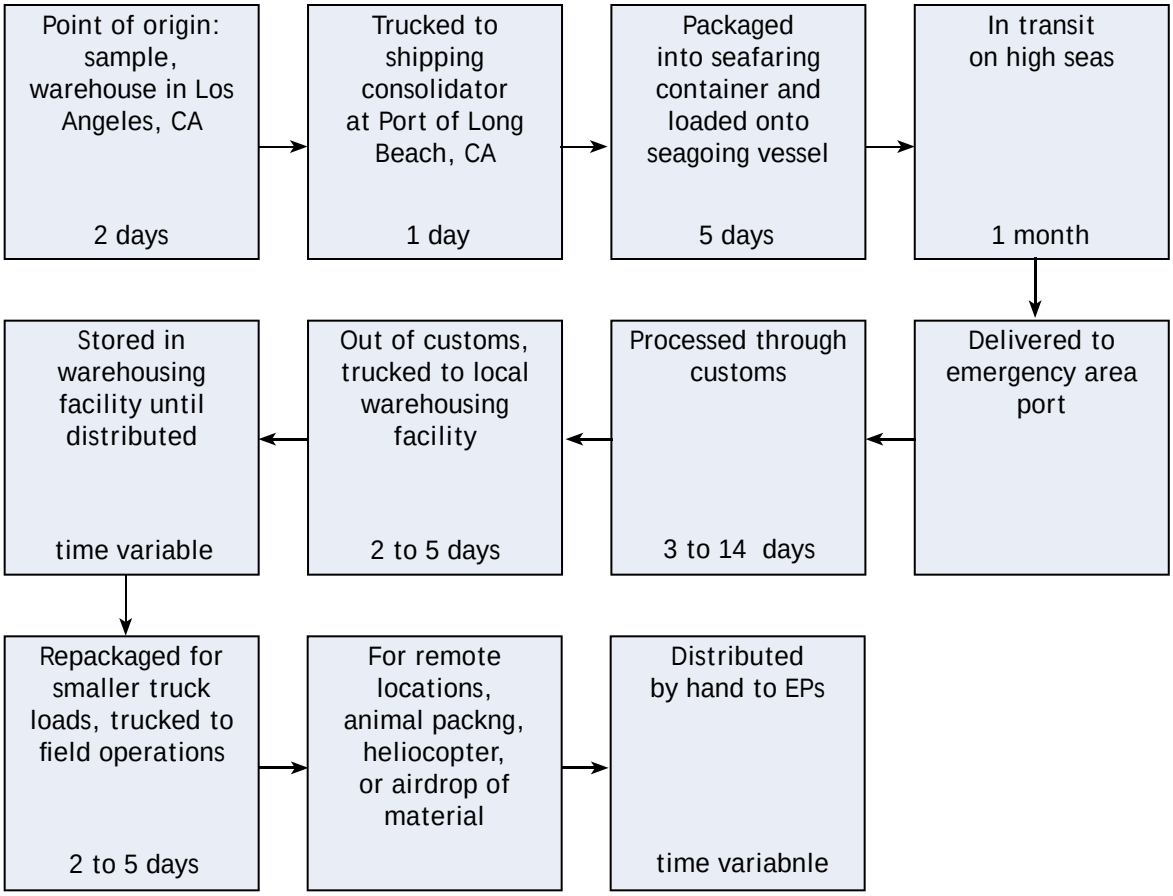
NGOs typically use air and ground transport. Large ocean shipments are often coordinated by government or UN agencies and then offloaded into NGO management, but NGOs do not own large ocean-going vessels. Ocean transport is the least expensive method of shipping major quantities of goods overseas.

In emergency settings, air and ground shipments are often used to deliver first rounds of aid for immediate needs or for publicity. Shipping services are also hired, but depending on the origin of goods being shipped, transoceanic transport may take weeks and even months to arrive in the closest port in the area of concern. For NGOs this means that a heavy reliance on local commodities, regional commodities and even some air transport is primary, while moving the next level of food aid or relief supplies and material by ship is secondary. In long-lasting emergencies (like CHEs), ocean shipments may become routine because the international community has an opportunity to create a supply and delivery structure.

The range of the types of transportation used in any one supply chain can be numerous. Figure 15.3, for example, presents a sample 11-stage transportation process that an NGO based in Los Angeles might use to get a relief item or shipment from its local storage facility to an emergency-affected area. All times, of course, are variable, and the figure expresses a flow beginning after an item has been procured. An item could be medical supplies, a computer for NGO field staff, or building materials.

Once goods arrive at port in an emergency-affected region, NGOs depend largely on local staff to assist in unloading, packing, repackaging, sorting, stacking, and loading the relief materials. An ocean liner can often be off-loaded in less than a day, and it takes approximately 10 minutes to load a one-ton truck, and about two to four hours to load a 20-ton truck.

Figure 15.3 Transportation Process



It is useful to know that NGOs depend on private shipping companies, and government, UN, or military agencies that have substantial logistical capacities for shipping relief and technical equipment to emergency settings. DOD is by far the largest logistical service provider in many emergencies because of its incredible transcontinental airlift capacity, its unique short-range airlift capability, and its ability to muster technical, communication, and transportation systems almost immediately at the onset of an emergency. It is often challenging for NGOs to work with DOD because the department does not involve itself in every emergency and is restrained by other priorities and concerns that include force protection and mission-creep.

For in-country operations, NGOs primarily use trucks, but may also engage lighter aircraft, and even animal or human packing. Trucks can carry large loads (up to 30 metric tons), can be leased and cared for on local markets in most regions around the world, and are versatile. Forklifts, special loading equipment, and warehousing tools are not always available, but there is often an abundance of inexpensive local labor that an NGO can use to load and unload relief materials into and out of trucks, ships, warehouses, and planes.

During the peak of an emergency, NGOs will often use any method of transportation available for staff members and relief materials and equipment to project sites or distribution points. They frequently hire local taxi vans, small box vans, and even cars at the onset of an emergency. The UN often provides vehicles for partner NGOs by bringing in bulk shipments of cars directly from the manufacturer or a vehicle broker (like Bukkehave), arriving a few weeks (at the soonest) after NGOs and other international emergency management personnel.

NGO logisticians hire fleets of trucks to carry food aid and coordinate or share transportation costs with other NGOs in the same areas or moving similar equipment. Large trailer trucks can increase in cost tenfold during an emergency, and depending on the local market, fuel costs can be extremely high or extremely low. Repairs, both replacement and spare parts, are often priced at incredibly high rates in the wake of an emergency because of a perception that international staff may be able to pay more, or because shortages make the goods more valuable.

Figure 15.4 Transport heliocopter



NGOs have shown a steady demand for collaboration in transportation sectors because this is often the most expensive and logistically challenging component of a relief operation. Keeping relief supplies or materials safe and stored properly, shipping them in a timely fashion, and then ensuring that the supplies or materials are distributed properly is a difficult, especially when faced with obstacles such as civil strife, ruined infrastructure, disease, a shortage of fuel or replacement parts, and inclement weather.

Transportation and shipments by air both local and international are significant topics because air freight costs can be prohibitively high for NGOs. Although very few NGOs actually own aircraft, airplanes and air services are used during emergencies for personnel and materiel. Of all the types and quantities of supplies harvested and delivered to needy populations during humanitarian emergencies, very little is transported by air. In fact, little trans-Atlantic or transcontinental cargo originates outside of emergency-affected regions receiving international assistance. Exceptions often exist, but for the most part relief and development supplies are purchased, stored, transported, and delivered within the same region.

UN-sponsored small and medium-sized aircraft are typically present in emergency settings to shuttle relief personnel and experts through regions for assessments and for immediate medicine deliveries. Medical teams are often the first people that enter disaster regions, transported with time-sensitive or fragile medicines by small aircraft. NGOs like Air Serv or Mission Aviation Fellowship (MAF) will

provide NGO, UN, government, and ICRC personnel daily access to sites inaccessible by roads or waterways.

For isolated or remote regions unreachable by trucks, aircraft are used by NGOs to deliver food and supplies, often with the help of military aircraft, whether helicopters or cargo-drops from cargo planes (see figure 15.4). A range of planes sized from small Cesnas to larger Buffalo cargo planes are used not only for their flexible take-off and landing abilities, but also for the range of cargo they can carry. For smaller planes that carry fewer people and only a limited amount of emergency supplies, NGOs can turn to a few different sources. Air Serv International is an NGO that specializes in providing air transport during humanitarian emergencies. The number of aircraft Air Serv operates depends on the size of the demand in each region, and Fast leasing arrangements can supplement excess in demand if existing capacity is inadequate. Mission Aviation Fellowship (MAF) is a U.S.-based agency that owns and operates more than 70 small aircraft worldwide. They specialize in assisting Christian missions and projects, but service other NGOs when needed.

For heavy-lift transport, the NGO community normally depends on one of four sources for aircraft, expertise, and funding. First, the UN provides large humanitarian cargo lifts when necessary with C-130s or IL-75s. The cost is covered by the participating UN agency, with normal backing from a donor government that has pledged funding for that specific activity. These are somewhat rare, because most food and material aid in large quantities are transported over ground.

Second, NGOs can use donated aircraft and air-lift services that include cargo space among a shared transport, an entire airplane, or through contracts established by the NGO itself (often times with Air Serv). NGOs are often "given" an aircraft for specific time frame and can then use it for general programming purposes. Air Serv is constantly called on to operate these donated aircraft, because most NGOs do not have the technical capacity to maintain or operate aircraft.

Third, military forces may offer air transport services to NGOs for personnel and supplies, but this is extremely rare because militaries are normally tasked with carrying out government policy. Military logistical and supply capacity is substantial, but normally excludes shared activities with private actors or entities. Exceptions can be seen in Albania, Kosovo, and Macedonia (1999–2001) where NATO forces established close relations with NGOs and supported NGO activity or more recently during the 2004 tsunami, the Katrina disaster, and even in Iraq and Afghanistan.

Fourth, NGOs can enlist private-sector services for either renting aircraft or for shipping humanitarian relief material. Normal cargo services often provide transport of medicines and pharmaceutical supplies, but at relatively high costs per pound or kilo. During large emergencies, commercial airliners frequently donate cargo space and seats to NGOs to move material and personnel from their HQ country to the affected region. During the Balkan crisis Swiss Air provided numerous U.S.- and EU-based NGOs with seats for personnel and cargo space on international flights for time-sensitive medicines and other humanitarian goods.

When an NGO or an air-transport specialist like Air Serv (see annex 1) needs aircraft, it can contact a series of brokers that specialize in maintaining worldwide contacts with private aircraft owners and companies that in turn manage fleets of aircraft for rental or lease use.

To own an aircraft, however, requires technical capability, established supply and fuel lines, maintenance personnel, and a place to house it. These are all normally outside an individual NGO's budget and capacity.

NGO Highlight: Air Serv International
(www.airserv.org)

Air Serv International is operational only in Africa, but provides services completely unique to the humanitarian NGO community. It is a nonprofit organization licensed by the U.S. FAA to serve as air transport for humans and cargo. With 10 owned aircraft and 15 pilots, Air Serv flies planes with various capacities in different regions. The organization carries all forms of cargo ranging from humanitarian supplies (medicines, food, etc) to survey personnel and equipment. It depends on leasing agreements to increase its capacity during periods of high demand. During the Mozambique floods in 2000, Air Serv was the primary personnel and cargo transport with more than 25 planes under its operational management. Most of the planes were leased or on loan from other relief organizations, companies or religious agencies in the region.

Air Serv is a spin-off from Mission Aviation Ministry and is currently moving its HQ to Virginia from southern California. Founded in Florida in 1985, Air Serv has a relatively small operating budget. Most of its asset listings are valued in terms of aircraft owned. Air Serv operates in most parts of sub-Saharan Africa, including the Horn of Africa and northern parts of West Africa.

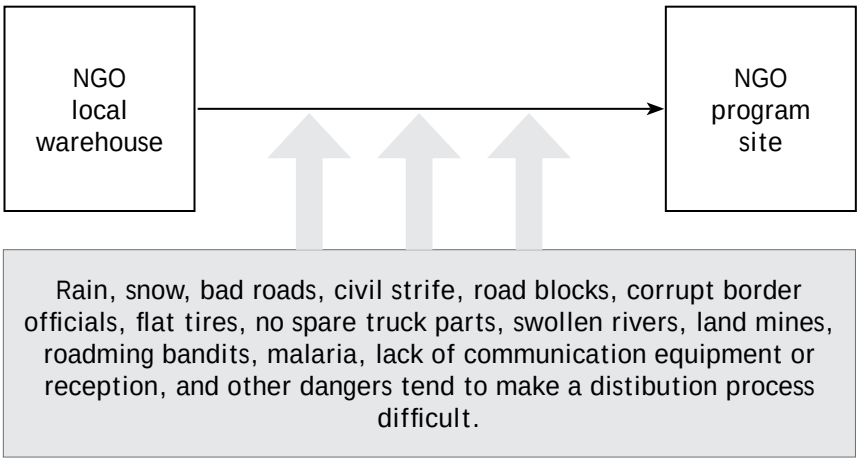
Distribution

Once relief material or equipment arrives in an emergency-affected area, it is put in queue for distribution.[169] Food is stored and then redistributed with quick turnaround times to prevent spoilage and waste. Medical supplies that require cold-chain management (mainly immunizations) must be refrigerated, kept on ice, or distributed quickly to target populations. Customs or shipping delays can result in the expiration or spoilage of relief supplies, meaning the difference between timely delivery and loss of life. Figure 15.5 presents a simple schematic of the point-to-point process that NGOs manage during an emergency when delivering relief supplies and materials. The diagram highlights a few of the challenges that make a seemingly simple transfer of goods from a warehouse or staging location to a distribution point surprisingly difficult.

By establishing feeding centers and distribution points, and using local health structures or community leadership as close as possible to food storage locations or access roads or points, NGOs can distribute needed food and relief supplies to populations in need more efficiently and avoid food spoilage or damage. For reconstruction or settlement activities, NGOs frequently work and center their storage capacities in program areas and encourage local inhabitants to participate in selecting sites and types of materials used.

169 The term *distribution* is often used generically to mean any form of program delivery. Delivery could include providing food aid, medical services, or counseling, or delivering building materials, technical water equipment, or computers to displaced populations. Distribution, then, really means delivering humanitarian services. It does not necessarily mean that one is in fact delivering or distributing an actual object.

Figure 15.5 Point-to-Point Supply



NGO logisticians are extremely involved in the distribution process. Depending on the type of distribution, logisticians may provide transportation, security or other services related to moving and storing materials and supplies. NGO program staff members are normally on the front-lines of distribution of health materials, food, water or building supplies, and are often trained in a specific sector. Within smaller NGOs it is harder to differentiate between logisticians and program staff because they may be the same person. Within larger NGOs, logisticians provide logistical support services to program staff, and program staff handle the actual the programming or sectoral activities while serving affected populations.

NGOs often request help from military and government agencies when delivering humanitarian assistance. Four frequently encountered conditions make outside help essential.

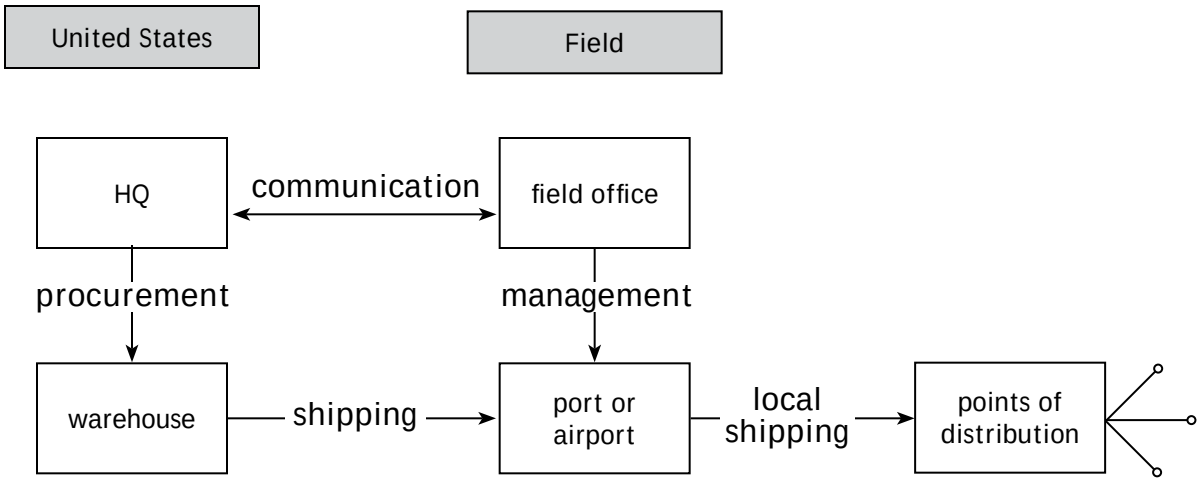
- Extremely dangerous, unstable, or violent areas make military assistance a necessity for the NGO community. Convoy security, quelling civil strife, crowd control, and generally defending humanitarian personnel and assets from gangs, combatants, thieves, or violent crowds cannot be done by NGOs alone. Severe weather or terrain conditions may require the assistance of technical government or military agencies (U.S. Army Corps of Engineers or the German aid agency GTZ). Damaged bridges, destroyed roads, impassable objects, snow, mud, or sand make ground transportation challenging for NGOs, and technical assistance can make some of these obstacles passable.
- Most humanitarian assistance NGOs do not have landmine removal capacities and depend on militaries, UN agencies, or private companies to make suspect areas safe from landmines and UXOs.
- Harsh and limiting political climates may prevent delivery of humanitarian aid to specific populations, and international or government engagements may create space for humanitarian operations to exist. When NGOs find themselves in trouble in a specific country they often depend on consular or political services offered by U.S. or EU embassies for intervention with the host government.

Other conditions that NGOs require assistance with surely can arise, but these are four areas—conflict or violence, weather, landmines, and politics—are recurring themes. Military units in complex humanitarian emergencies will often receive requests for assistance from NGOs responding to the same situation, and should understand that NGOs will be unable to perform many of their essential humanitarian tasks without assistance.

Logistical Management

When NGO decides to respond to an emergency, it must determine a few things immediately: the type of emergency, which assets it can to mobilize at once, the types of responses it can deploy, and funding sources. Once these major questions are addressed and a response is deemed adequate, an NGO can begin logistical planning. Figure 15.6 displays the intimate relationship between an NGO's HQ and field offices, the procurement process, and the distribution of the goods to affected populations at the end of the line.

Figure 15.6 HQ-Field Relationship



Once on the ground, NGO staff members must establish a working location or space that is safe and offers shelter from a variety of external conditions.[170] Next, they must establish a working relationship with local community members for translation, needs assessments, transportation, customs, cultural assistance, and other areas needed to navigate in a foreign country. The following elements typically move directly into logistical tasks that will either prepare the ground for other incoming NGO staff members, or enable immediate relief programming.

- *Translators and drivers* for expat staff members are essential to NGOs in all operations because they serve not only as guides but also as community anchors, allowing an NGO to establish a network of local staff members and understand the moods and social structures

170 In CHEs or during war, this is often the most difficult task for NGO staff members. In natural disasters and in extremely poor areas, finding clean and sanitary living conditions is a challenge.

of an emergency. Local staff members can expedite customs clearances, contracts, and further programming needs. They frequently become good friends and advisors to international staff members, and are a key element of successful NGO programming.

- *Warehouses and infrastructure* are a necessity if an NGO will be procuring and storing materials from local or international sources on-site in an emergency-affected location. Logisticians usually set up contracts with local property owners for warehouse space, office space, and living quarters for incoming staff members. Warehousing is especially critical, because it needs to be secure and intact to prevent weather or pest effects on inventory, and located in a program-efficient area of the emergency-affected region. NGOs traditionally have to follow a rigid reporting and purchasing process for spending money, but local property owners may have a different method of doing business. (In dangerous regions or in the informal economy, written contracts are sought but are often violated by either party in some manner.) This often makes for a challenging mix of practices that may result in misunderstanding or problems if a logistician does not act carefully.
- *Trucks, fuel, and supplies* may be required to move relief supplies, water, building materials, and equipment to and from locations in the emergency-affected area A truck can transport up to 30 metric tons, and is relatively cheap to maintain and fuel. Trucks are vital tools, which are leased rather than purchased about 98 percent of the time. Fleets of trucks can be organized quickly by NGO logisticians by offering cash payments to the drivers or owners. Fuel supplies are a constant concern for NGO logisticians, especially in remote areas. Even leased trucks require replacement parts. The local economy may not have any inventory or the appropriate supply chain for needed replacement parts. NGO truck tires in rough conditions can last between 10,000 and 15,000 miles before being replaced. Larger NGOs can take this into account in inventory supply requests, whereas smaller NGOs may have to operate at the mercy of the local economy to fix broken vehicles.
- *Importing materials* frequently requires solid relationships with officials at ports, airports, and border crossings within the emergency-affected area. Because relief supplies often come from external sources, NGO staff members must know how to navigate the customs process, taxing and duties, regulations, and the politics of importing goods. Whether through normal channels, a military operation, or the black market, logisticians must be able to receive imported goods and equipment, and then distribute it from the port and into field-based storage facilities.
- *Security* for procurement and storage can be precarious in emergency settings because social, political, and economic structures collapse. High levels of crime, violence, and corruption may be rampant, requiring extra attention to security for international and local staff members and for the assets and commodities the NGO is using for its programs. Local security is most often hired to monitor expat housing compounds, warehouses, car or truck lots, and other equipment that may be exposed. Large levels of loss may be due to stealing and graft, so paperwork, inventory, redundancy and trust are all key considerations for logisticians when hiring local staff members and situating the components of a logistical system.

Advancements are being made in the logistical services front, and some NGOs are adopting new technologies that make logistics more easily managed. The Microsoft FACTS system, the SUMA system, and services provided by PICnet focus on providing technology solutions to many of the normal logistical challenges faced in humanitarian emergencies.[171] SUMA is free, and FACTS and PICnet services require monthly hosting fees.

In addition to online software, many NGOs use off-the-shelf (COTS) technologies to manage their logistics. Because communication is often the most essential factor of logistical operations, NGO staff members often use laptops, web-based e-mail, Twitter or blogging, and cell or satellite phones to coordinate activities and report to HQ. Microsoft Office is used extensively by thousands of NGO employees worldwide to manage flow of inventory, budgets, personnel, and other operations in the field.

COTS technology is cheap and efficient for smaller and medium-sized NGOs. For larger NGOs, specialized software is often developed to manage specific in-house logistical tasks. More on NGO communications and technology will be covered in chapter 16.

NGO Logistical Priorities

In the face of less than ideal conditions, NGOs must prioritize their activities quickly. For an NGO logisticians or first responders to an emergency, the priorities could look something like this.

- Get equipment out of the port or airport area and through customs. Exchange currencies and find a taxi into town. Attempt to connect with other aid agencies, the UN information office or fellow NGO staffers.
- Find a fixer or local employee that can drive and guide through urban, rural and emergency settings. Attempt to solidify semipermanent housing or work space and security for all NGO staff members.
- Establish communication capabilities. If there are no telephones, set up satellite or cellular phone service and establish contact with HQ or regional office. Use the Internet (via Internet cafes, UN or other NGO offices, or satellite phone connection) to communicate initial information, findings, and needs. Coordinate times and places of additional staff member arrivals.
- Contact or create an NGO coordination body and register with local ministry of health or other appropriate government body. Work with other NGOs to gather and consolidate data and knowledge of security and humanitarian conditions.
- Begin liaising with donors and appropriate agencies about perceived needs. Potentially implement an assessment or survey of specific parts of the emergency-affected area. Find the area of responsibility (AOR) or area of specialty. Begin writing proposals and liaising with donors for specific needs of affected populations, individual aid agencies, and other NGOs. Establish communication lines with HQ about shipments and supply procurement.

171 PICnet, Inc. is a Washington, DC–based company that provides technology services to NGOs (www.picnet.net).

- Implement relief programs, including primary health care and immunizations, food aid distribution, and feeding center establishments.

Priorities may vary considerably, but this list makes it clear that providing relief does not begin immediately. Staff safety, communication, coordination, and information gathering are all essential items for an NGO to solidify before operations can move ahead smoothly. Conversely, many NGOs pride themselves on extremely rapid responses and immediate service provision. MSF, for example, often equips its staff members with survival equipment and enough medical supply materials to begin services immediately—without requiring lodging or other major coordination requirements.

UN Logistics

The cluster approach was adopted by the IASC in September 2005 as a "mechanism for interagency coordination of humanitarian assistance" involving the United Nations and other humanitarian partners.[172] The Logistics Cluster Working Group is led by the WFP, the so-called Marine Corps of the UN.[173] Additional global partners include IOM (International Organization for Migration), WHO, UNHCR, UNICEF, OCHA, the UN Joint Logistic Center, UN Population Fund, ICRC, IFRC, World Vision International, CARE, Catholic Relief Services, Save the Children, and FAO. Logistics Cluster operations include information sharing, infrastructure assessment, and transportation coordination—serving as the provider of last resort.

WFP also oversees the UNJLC, which "facilitates and supports the coordination of logistics capabilities among cooperating humanitarian partners" during large-scale and complex emergencies. UNJLC supports the Logistics Cluster by providing services that include information management, geographic information systems (GIS), commodities tracking, prioritized cargo, information compilation from multiple sources, and information sharing in various formats.[174] With a goal of eliminating bottlenecks and avoiding wasteful competition, UNJLC facilitates movement of relief commodities in emergency-affected areas. General guidance for global and field-based logistics, targeted at humanitarian personnel performing assessments or coordinating initial logistics, is available in the *Logistics Operations Guide* (LOG, 2007), which is available online.[175]

Who Are NGO Logisticians?

NGO logisticians are a varied group, often coming from military service. Many logisticians have been working in the humanitarian assistance field for most of their careers, and many have been trained in the government or private sector in shipping, trucking, communications, or commodity management.

172 Logistics Cluster, "About UNJLC," www.logcluster.org/logistics-cluster (accessed June 20, 2009).
173 Lt. Gen. (Ret.) John F. Goodman, director of the Center for Excellence in Disaster Medicine and Humanitarian Assistance, speaking to the COCOM surgeons on June 15, 2009.
174 Logistics Cluster, "About the Logistics Cluster," www.logcluster.org/aboutunjlc (accessed June 20, 2009).
175 Logistics Cluster, "Logistics Operation Guide," www.logcluster.org/toolkit/field_manual/index_html (accessed June 20, 2009).

Many military personnel that have worked with NGOs in the field report that working with logisticians is easier than working with other NGO staff. Logisticians often speak the same language as military planners and managers because so much of what military managers do is logistical.

NGO logisticians also serve as security advisors. Because they are responsible for moving material and keeping it safe, logisticians also have to ensure the right security procedures are being carried out by NGO staff members. By arranging contracts with local security companies or protection by military units, logisticians fill a large void for which smaller NGOs may lack the resources. Ex-military personnel are best suited for this, but all logisticians must take safety and security into consideration in all stages of planning and implementation.

Conclusion: Differing Logistical Systems

Like any other actor in conflict settings, natural disasters, or resource-poor areas, NGOs place major emphasis on logistical activities. Whether an NGO classifies its activities as logistical is another matter. NGO logistics are easily summarized.

- NGOs have extensive logistical capacities. They don't always classify their activities as such, but at almost all times are managing some form of logistical processes.
- Medium-sized and large NGOs hire logisticians. They are often retired military or government service experts and are tasked with the responsibility of managing equipment, material, food, tools, and personnel during humanitarian emergency responses.
- NGO logisticians—in any given day—handle hundreds of tasks. Dealing with contracts, trucks, warehousing, communications, spare parts, staff safety, and other conditions, they play a vital role for any NGO that can afford specialized staff members.
- NGO logistics are often managed with off-the-shelf technology, laptops, web-based e-mail, and paperwork. Much of a logistician's job is communication, and normal communication equipment can suffice.
- Coordination with militaries, government, and UN agencies is essential because NGOs cannot manage the full spectrum of humanitarian assistance logistics unassisted. They do not have the capacity to maintain fleets of cargo vessels or use cargo planes on a regular basis. They must coordinate their activities for security, heavy lifting, and remote access.
- Military personnel often find it difficult to understand NGO logistics because each NGO uses different logistical management systems. Some NGOs have no protocol whatsoever, but others have extensive manuals and procedures.

RESOURCE: *Logistics Websites*

- USAID/DELIVER Project
  http://deliver.jsi.com/dhome/topics/supplychain/logistics

- UNJLC Humanitarian Logistics Association
  www.humanitarianlogistics.org/news/adieu2019-and-welcome-unjlc

- Humanitarian Logisitics
  www.palgrave.com/products/title.aspx?PID=295273

- Fritz Institute, Key Parameters in Humanitarian Logistics
  www.fritzinstitute.org/PDFs/findings/XS_Davidson_Anne.pdf

- Supply Chain and Logistics Institute
  www.scl.gatech.edu/research/humanitarian/projects.php

Chapter 16.

NGO Use of Information and Communications Technology

Cynthia Barrigan and Ben Hemingway

Knowing NGO communication capabilities and how they collect and use information is essential to understanding how they operate in support of humanitarian assistance and disaster relief (HA/DR) emergencies.

Communications are essential during emergencies. NGOs must be able to relay and receive information about constantly changing conditions, needs, operational challenges, and warnings. During emergency operations, information is not only extremely valuable but highly perishable. Timeliness, clarity, and effectiveness of communications are critical when lives are at stake. As a result, NGOs rely on technology to function and perform well.

Within the international community, the collective technical infrastructure of hardware, software, and telecommunications is often referred to as *information and communications technology* or, more simply, ICT. Many NGOs perceive ICT as an important tool to optimize operations and conduct information exchanges.

- NGOs use a vast array of technology and communications systems to manage emergency operations.
- NGOs almost exclusively use commercial off-the-shelf (COTS) products that any civilian can readily obtain for a minimal outlay.
- NGOs implement field programs using satellite and cell phones, and manage intricate Internet networks designed specifically for multisite applications.
- Software packages that specifically assist NGOs in their work in their early development, with very few projects reaching scale.
- Although technology is an integral part of daily operations for most NGOs, no two NGOs have the same communications and technology systems.
- Rarely do NGOs use true communications systems. Most often they use whatever technology is readily available to communicate from emergency settings, and the development of systems often depends on field conditions and operational tempo.

This chapter provides a basic overview of NGO information management techniques and constraints along with an inventory of ICT tools commonly used by NGOs. Overall, the intent is to bring about an increased awareness of an NGO's capacity for using technology to gather and share information and communicate during an emergency.

Information Management

NGOs are independent entities that manage a variety of programs in emergency settings. They require a broad base of information to secure appropriate resources and carry out operations in harmony with many other organizations. They depend on a variety of information:

- weather and geographical conditions
- political, social, and economic developments in a region

- market prices for commodities, transportation, and shipping
- NGO and UN activity
- military activity, plans, or violence
- population activity, numbers, movement, and trends
- internal logistical, security, and planning needs

NGOs collect data from a wide variety of sources including other NGOs, donor units in the field, military reports, newswires, local government officials, and even victims themselves. Because NGOs do not normally have the ability to obtain all the data necessary, they have an incentive to join into NGO associations to rapidly acquire additional information and facilitate information exchanges.

The quantity and complexity of information in many humanitarian operations can be overwhelming. This can make it difficult for NGO staff to digest, evaluate, and convert information into actionable data to ensure appropriate logistical, financial, programmatic, and personnel support.

The information a particular NGO seeks depends on its area of focus. A food-aid NGO will need to know about roads, port and airport operations, commodity prices, warehouse security, and shipment information. A health-care NGO, in the same emergency, may need to know about population health, immunization programs, local health-care facilities, mortality rates, medical supply stockpiles, and so on. And both will likely want the most current information available on factors such as population movements, epidemics, food aid movement, violence and battles between combating parties, displacement, weather, and the like.

Information Flow and Decision-Making

When an NGO enters an emergency, it must be able to exchange information internally as well as externally with the communities and countries involved in coordinating the relief effort. Also vital to any humanitarian operation is the need to communicate with donor agencies and the media to create public awareness of the humanitarian needs in a given area.

On arrival, NGOs begin communicating with other NGOs, UN agencies, police, fire rescue, and others to understand what programs are already being implemented, what areas are being covered, and what needs still exist. In areas of armed conflict, they seek military reports to obtain security updates, information about safety zones, seek convoy protection, and request logistical support.

Almost immediately, information begins flowing from the field up to regional or NGO headquarter offices to provide situational awareness of the location and movement of field staff as well as to provide information on needs. At the HQ level, NGOs normally post desk officers or program staff on specific emergencies to serve as the point of contact for field staff members. Field-based program officers often either report to the field-based management team (or person) or directly to the HQ desk officer. All communication coming from the field is often sorted through this one desk officer and then coordinated with appropriate personnel. HQ depends on field staff members to send updated information, lists of needs and conditions so managers can make the appropriate resource

allocations and decisions regarding effective interventions. Accurate and timely information helps fine-tune interventions, avoid costly mistakes and inappropriate use of scarce resources. Likewise, information from HQ also flows down to the field. The HQ office can assist field personnel with research, procurement, shipping and commodity management, financial management, travel arrangements, coordination with other NGOs, and donor relations.

Over time, coordination with private and individual in-country donors, private companies, diplomats and embassies (not donor agencies specifically), armed groups, rebel movements, citizen groups, civil society organizations (CSOs), and others often take up a large part of an NGO's communication activities.

Given that communications between HQ and the field can be sporadic and the paramount need for swift and decisive field-level action, NGO management structures are designed to operate in a decentralized framework that empowers local decision-making. Country officers or other management personnel are trusted to act within the scope and capacity of the organization. Field staff armed with recent news and information, contextual knowledge, and program-specific strategies are believed to be best equipped to make fast decisions about where to move commodities, where to position personnel, who to partner with, and which grants to apply for.

As a result, the most critical need for effective information and communication capabilities in the field. Although NGOs have the ability to communicate and share information with others, they are selective as to whom they will engage—particularly in an electronic format. Many prefer face-to-face interaction, but also use e-mail, telephone, and fax to share information. Some will exchange information with military units but others will not out of concerns over the perception of real or perceived impartiality, neutrality, and independence. Preferences will need to be determined in the field on an NGO by NGO basis.

Application of Information & Communications Technology

A response to a humanitarian aid operation is characterized by a large number of unrelated organizations descending simultaneously on a given location. To operate safely and successfully carry out their mission, NGOs not only need to receive information from a wide variety of sources, but also must provide information to others as well. Ensuring both the internal and the external flow of such information depends on an NGO's ICT infrastructure.

Hundreds of NGOs throughout the world focus on emergency relief operations. Most NGOs use some type of technology to manage information and communications in what are often remote, chaotic, and unsafe areas. The types of technology used in a relief scenario are generally dictated by the phase of the emergency, type of mission, remoteness of the location, availability of network infrastructure, and the internal capacity and capabilities of the NGO to use the technology.

The following general examples of the types of information collected and how information and communications technologies are applied in the hours, weeks, and months of an NGO's engagement in an emergency are representative.

- At the onset of an emergency, the foremost requirement beyond rescuing and treating survivors is coordinating the relief effort. Relief organizations are busy conducting assessments and surveying damage. Descriptive information and pictures about conditions are transmitted to headquarters. Local communications capabilities are almost always destroyed, inoperable, or nonexistent after a disaster strikes, making the need for rapid provisioning of both voice and data communications is urgent. *This stage tends to be characterized by highly individualized, highly mobile, temporary and transient computing, communications, and alternate sources of power like solar, battery, and so on.*
- In the weeks ahead, as priorities shift from saving lives to preserving lives and additional personnel and supplies arrive, continuous infrastructure monitoring, disease reporting, comprehensive assessments, management of relief supplies, personnel security, applying and reporting donated funds, along with uploading case studies, pictures, and relief reports are all necessary. *This stage tends to be characterized by mobile teams in conjunction with stationary personnel collecting data and delivering services. These transient and temporary operations require a combination of mobile solutions along with compact easy-to-set-up and tear-down computing resources, additional software applications, increased bandwidth capacity, faster communications, and more substantial power solutions.*
- As further progress is made toward reconstruction and development, the focus is on delivering more services, building infrastructure, establishing warehouses to support supply and food distribution, water purification, and becoming a part of the community. *At this stage, NGOs tend to operate out of more permanent fixed facilities with an ability to install more robust full-scale ICT infrastructures and stable and faster broadband communications and power solutions.*

Although this description of the phases of a typical emergency scenario is general, the variability in how these phases evolve and what technology NGOs actually use is tremendous.

Types of Technology NGOs Use

NGOs have been using technology since the earliest international humanitarian emergencies, have used the same types of equipment as host nations, and have often been on the forefront of technology when unique or especially challenging requirements have arisen. This continues today as NGOs become more sophisticated in accessing and leveraging technology and working collaboratively with other NGOs to achieve enhanced capabilities in specific regions.

NGOs depend on technology that is rugged, reliable, and affordable. Given advancements in private sector technology development, NGOs have many options and can adopt the latest technology without having to develop internally or invest heavily in specialized equipment. An example of this is the use of high-frequency radios (HF), very-high-frequency radios (VHF), laptop and desktop computers, and

cell phones, all of which are readily available worldwide and can be repaired and replaced locally. At field sites from Afghanistan to Somalia, NGOs rely heavily on local suppliers and expertise to establish, manage, and repair communications networks and equipment.

During rapid onset emergencies and responses to resource insecure areas, NGOs bring most of the equipment needed to be self-sufficient for a limited period. Depending on the level of the emergency and proximity to cities with active commerce, NGOs may vary the amount of equipment they bring by procuring locally.

Although some NGOs may use hardware and software similar to the military's, their equipment packages do not undergo stringent information assurance review or operate on military-grade secure networks. NGOs therefore do not have the capacity to keep communications confidential or secure. Whereas military communications systems are designed to keep information secret, NGO communication systems are meant simply to work well. Little attention is given to securing data and information sent over digital or analog lines. NGOs do value the protection of data, of ideas, of proposal leads or contacts, but typically no major technology systems are in place to keep information encrypted or secure. Passwords on computers, Internet e-mail accounts, log-in prompts for websites and e-mail accounts and the like are more common than any other form of information security.

Depending on the type and severity of the emergency, various communications equipment will be deployed. For smaller NGOs, some communications equipment is prohibitively high in costs, whereas for larger NGOs, the newest and most advanced equipment can be procured and deployed.

Technology Inventory

NGOs use a broad range of technologies to manage information, conduct operations, and deliver services (see table 16.1). At the field level, the laptop and HF/VHR radio and satphone or cell phone are by far the most popular tools during emergency relief efforts. Internally, e-mail through cell and satellite phones connections is the most common way of exchanging data between HQ and field offices and is quickly replacing voice communications in even the most dire emergencies.

With the appropriate connectivity, ICT users can communicate point to point (that is, cell phone to cell phone) or access the Internet to expand their options:

- e-mail
- VOIP applications (such as SKYPE)[176]
- intranets
- blogs
- social networks

A more in-depth view of how NGOS use some of these technologies provides additional insight into current practice.

176 VOIP (voice over Internet protocol) is a general term encompassing technologies that deliver voice services through the Internet rather than over traditional telephone lines or wireless modalities.

Table 16.1 Technology Inventory		
Hardware	***computers***	desktop laptop PDAs
	faxes	facsimilie (data)
	handsets	telephone (voice) radios (voice) satellite phones (voice-data) mobile–cell phone (voice-text) smartphones (voice-text-data)
Software	***general office***	word processing spreadsheet database information management
	NGO-centric	census taking logistics management epidemiology information gathering
	other	geographic information systems (GIS) global positioning system (GPS)
Communications	***landline telephone***	
	satellite	InMARSAT Thrane Iridium VSAT (Very Small Aperture Terminal)
	mobile–cellular	
	microwave	
	WiMax	

Hardware

NGO staff members carry significant data with them at all times. They also generally use laptops in the field to record assessment data, findings, survey analysis, and then to write reports or analysis about humanitarian conditions. Laptops are easily connected to the Internet and data lines with modems or network cards, and e-mails and documents then sent anywhere. This makes an NGO staff member a vital part of a global operation and allows different program managers to easily exchange information, updates, and plans. Laptops are relatively inexpensive, easy to procure, and adaptable to a number of uses and conditions. They can usually be repaired or purchased in local markets worldwide. With the exception of officially sanctioned countries, there are generally no problems entering a country with a laptop and other basic computer equipment. NGO personnel normally do not have difficulty moving such equipment within or out of an emergency-affected country or region.

Over the past several years, humanitarian workers have begun using hand-held, personal digital accessories (PDAs) for data collection, storage, and communication needs. PDAs are inexpensive and offer relief workers in the field a highly mobile platform for word processing, spreadsheets, e-mail, and database management. Although they are now quickly evolving to a new level (smartphones), PDAs are still commonplace in the NGO community.

Handsets

Radio. Despite advancements in global cellular service and satellite coverage, NGOs rely on legacy radio technologies to deliver much of the required connectivity. Radio services are extremely efficient and operational in all but a very few conditions. Radio communications are therefore often one of the first priorities in setting up communications infrastructure during an emergency.

High-frequency (HF) and very-high-frequency (VHF) radio systems are used extensively by the NGO community during an emergency. HF radio systems are used for regional and local communication, often connecting a base camp with refugee camp operations, a regional field office and trucks or satellite locations. Codan is now the more popular of services for long-range and mobile voice communications.

For shorter range communications, VHF radio systems are used. With line-of-site ranges of up to approximately 10 to 15 miles, NGO employees can carry small battery operated walkie-talkies. For extended distances in austere or remote locations, NGOs can extend radio reception with repeaters and relays that forward or strengthen signals. These are extremely useful during or following natural disasters, when existing communication infrastructure has typically been destroyed, and for regional communications.

HF and VHF signals are not secure and generally do not enable NGOs to communicate with military radio systems. Local governments often provide a portion of bandwidth for what is often called amateur radio or for emergency radio services. Often the UN will set up service stations and then monitor and regulate which NGOs can use which frequency channels, and in what quantities. Depending on the type of emergency response efforts, the UN may limit radio frequency use at nighttime to allow emergency-only communication to have priority.

If the UN or other coordinating body is managing the radio system for the humanitarian community, which is often the case, the UN and NGO community may use the radio to communicate new dangers, developments, meeting times, and other announcements along with the daily use of inter-NGO communications. Normally at least one channel is set aside for general announcement and monitoring purposes.

Satellite phones. Satellite phones are now extremely common among the NGO community, typically used to communicate in emergency settings or austere environments when no other local or international communication is available. If an NGO employee has a satellite phone, he or she can establish a voice, data, or even video connection to almost any similar connection on earth. Generally,

only extremely harsh weather, service failure, or limited line-of-site can restrict the reception of a satellite phone. Per-minute charges are somewhat high, ranging from $1 to $3 per minute, depending on the type of data being transmitted (voice versus data, specifically).

Satellite phones are now (late 2009) extremely efficient and lightweight. The Thuraya is about half a pound and roughly equivalent to the size of a Blackberry. The Thuraya and similarly sized Iridium phones are used extensively throughout the NGO and UN community. The NGO price for a handset is about $1,000 and airtime services are available on a prepaid basis, further limiting the barrier to entry for these technologies. Because they can be used as phones and as data-forwarding devices, NGOs will use satphones for both voice communications and Internet use. NGO employees will often draft a series of e-mails while the satphone is offline and then send a burst once connected for short periods.

Satellite phones, unlike laptops or other generic computer equipment, sometimes require local registration when brought into a country. Many countries make it illegal to import such technology and will confiscate satphones from NGO staff members at the airport or port. Still, NGO use of satphones is increasing, and their value to communications systems in the field is extremely high.

Cell–mobile–smart phones. The explosive spread of mobile networks across the world along with the increased functionality of cell phones and smartphones is offering more opportunities for NGO use of these mobile devices. A recent survey of 500 NGO workers found that 86 percent are using mobile technology to do their work. Workers mainly use cell phones for voice, short-message service (SMS) text messaging but also take advantage of the ability to collect and distribute photos and video and to collect data. The main benefits described included time savings, the ability to accelerate the mobilization of resources and extend their reach. Most viewed the cell phone as having a positive impact on their work. Some called it revolutionary. Seventy-six percent of workers indicated they would be increasing their use of the cell phone in the future.

A rapid growth in mobile phone networks has been made possible by the proliferation of GSM (Global System for Mobile communications), now the global standard for mobile communications. According to the GSM Association, its networks currently cover 219 countries and territories serving more than 3 billion people.

Most cell phones are an inexpensive and efficient alternative to satphones or weak local telephone infrastructure. Cell phones can often be procured within an emergency setting, or in cities nearby that NGOs pass through or use as a procurement and travel hub. Cell phones are often cheaper per minute, less difficult to get, and often have a significant range that covers areas affected by disasters.

With advancements in open source smartphone technology, much of the initial promise of the PDA has now been passed on to these new more flexible handheld platforms. Smartphones such as the HTC G1 Android phone (Google Phone) and the Apple iPhone have great potential for providing an always-on, flexible, powerful, and readily available handheld computing and communications platform for

NGOs. Intense development is ongoing, with particular focus on open source systems, on which NGOs, universities, and private companies can develop the next generation of humanitarian applications for mobile use without excessive licensing, deployment, and maintenance costs.

Connectivity

In emergencies, local phone lines typically are destroyed or not reliable. In most cases, NGOs obtain their communications equipment and capacities from private vendors or organizations dedicated to offering such services. A number of vendors serve the NGO and humanitarian community.

- A limited liability company (LLC) based in London, Inmarsat was the first and is now one of the largest providers of mobile satellite communications for individual and corporate use (www.inmarsat.com).
- The Iridium satellite constellation is a large group of satellites used to provide voice and data coverage to satellite phones, pagers and integrated transceivers over the earth's entire surface. Iridium Satellite LLC owns and operates the constellation and sells equipment and access to its services (www.iridium.com).
- Codan Limited is a manufacturer and supplier of communications, metal detection, broadcast and electronic equipment, headquartered in Adelaide, South Australia (www.codan.com.au).
- The Open Mobile Consortium (OMC) is a thriving community of mobile technologists and practitioners working to drive open source mobile solutions for more effective and efficient humanitarian relief and global social development (www.open-mobile.org).

In terms of long-term more robust communication strategies that incorporate the use of VSAT equipment—a type of two-way satellite connection—NGOs are required to work with government authorities for approval of satellite licenses, customs waivers, and so on. At times, deployment of this equipment can be significantly delayed or denied by host nations.

Internet

Some of the largest advancements in NGO technology have and will continue to be made online. With the increasing availability of high speed connections and the expansion of mobile-based services, media-rich, real-time data sharing, and voice-data communications will become easier and more reliable.

By connecting to the Internet through satphones, local telephone lines, Internet cafes, or shared UN or specialized service connections, NGOs can manage e-mail, exchange documents, store data, and even carry on live communications. In many emergency settings (some famines, rural floods, or fire), urban area infrastructure remains functional enough to support these avenues of communication. And when other, more established systems don't exist, Hotmail, Yahoo!, and other browser-based free e-mail providers are available to fill the gap.

If a city does not offer Internet connections over local telephone lines, NGOs must either use Internet cafes (if they exist), satellite connections, or long-distance connections to out-of-region ISPs that may provide service. In Kosovo, NGOs were using satphone data connections and dialing to Macedonia for Internet access much of the time until local ISPs cropped up within Kosovo. For most of Burundi's

history until 2001, only one ISP existed within Burundi, and service was often down. On the other end of the spectrum, in Kenya, Sudan, Afghanistan, and elsewhere, 3G mobile networks are available widely and can provide mobile broadband access at affordable rates.

Currently, Internet-based NGO management systems are in the works in a variety of forms. Microsoft and Google both have large teams developing applications and plug-ins for humanitarian use. Private sector technology consulting firms have also increasingly recognized the needs and market potential of the NGO sector. NGOs themselves have also begun to invest more heavily in in-house expertise and solutions for specific needs within the organization. Many NGOs create their own intranet that allows staff members to track e-mail, pay, job descriptions, pertinent intraoffice or organizational communications, and other information. Only a handful of the largest NGOs are using intranets that are truly functional for field-based employees.

Although NGOs exchange most information and documents by e-mail, an emerging trend using blogs and online social networking sites to create and exchange content and engage in peer-to-peer conversations. These tools have also been used by global activists to relay information and pictures about humanitarian crises when government-controlled internet and telecommunications networks have been heavily monitored or shut down.

Power Supplies

Power supplies are critical for relief workers and NGO operations. Without power, communications can't work.

After a natural disaster or during a complex humanitarian emergency, NGOs are often faced with a lack of electricity or power sources to keep communications technology running and the lights and heaters working. Computer equipment and radio and satphone terminals can operate on battery power for some time but will soon require recharging. For temporary power needs that may exist on a survey outing or assessment field expedition, NGO staff members may be able to tap the battery power of their vehicle. With 12 volts of power in many trucks, this is enough to keep a computer, satphone, or radio system working for hours at a time. With the engine running or turned on in intervals, the vehicle's battery can stay charged and capable of powering other devices.

For more permanent operations in areas with no electricity, NGOs need to use generator sets. Generators are considered a main part of an NGO's critical infrastructure for establishing and maintaining communications during an emergency. NGOs often attempt to procure power generators sets that run on diesel, and set them up near (but not too near because of noise and fumes) to their field office or facility. Portable generator sets can produce up to 3000 watts. Anything above this is too large to be considered mobile. Having more than one generator is a good idea for many NGOs because one is bound to fail. NGOs can normally keep generators running as long as fuel supplies are stable. Although gas-powered generators are lighter and cleaner, diesel can generally be found in more places within the developing world.

Over the past decade use of solar panels for back-up power to support 24/7 communications has increased. As solar technology has improved and cost has declined, solar installations are becoming more commonplace in rural settings that have no access to a reliable power grid. Solar panels can be found at hospitals, clinics, police stations, community centers, and NGO offices to provide a constant supply of power during outages or when generators are turned off for refuel or repair.

Challenges in ICT Use

NGOs have varying capacities to use ICT based on costs and internal expertise. Given the lack of data standards and technical standardization of telecommunication packages, exchanging information efficiently is challenging.

ICT Investments

Although nearly all relief NGOs use some form of low-cost, commercially available technology as an integral part of daily operations at both the central office and the field level, very few are in a position to procure, implement, and sustain more advanced systems on an organization-wide basis.

Most of the larger international NGOs tend to use advanced technology more than their smaller locally based counterparts, though of course the degree varies considerably even across the largest organizations. This is in part because NGOs do not receive grants for infrastructure investment. Donors would rather see funding spent on direct aid to victims. Therefore, NGOs are under constant pressure to keep overhead costs down and generally spend less than 1% to 3% of operating revenues on ICT, which is below that of government agencies and other industry ICT investments. Underinvestment in ICT is also the result of decentralization, whereby NGOs often implement only what is necessary to keep field programs running.

Given inadequate infrastructure, NGOs ultimately depend on other organizations for assistance with technology and communications. For example, most NGOs are unable to host their own Internet service in-country and sometimes cannot even manage their own area-wide radio networks. Assistance from the UN, militaries, private-sector telecommunications companies, and others is essential. In many cases, smaller NGOs are often stuck when the power goes out, when phone lines are down, satellite phones don't work, or local radio systems are inoperable or nonexistent. Without redundant communication systems such as those of the government or military units, NGOs are often challenged with changing conditions. This is not always the case, of course, but it can leave an operation isolated.

Lack of Standards

Data standards for neither information exchange nor communication equipment within the humanitarian field have been established. Differences in data, systems, styles, and equipment often make communication one of the more challenging tasks during an emergency.

Although many forms of communications technology are manufactured to industry specifications and standards, there is virtually no standardization among NGOs as to what types of ICT they use or how and when those technologies are used. As noted earlier, every NGO is an independent organization. ICT technology platforms are often influenced by many factors unrelated to technology, not the least of which is using affordable or donated systems and equipment.

An ongoing dialogue within the humanitarian community focuses on information management and coordination practices between agencies. Although debate has been vigorous, little consensus has emerged on how to actually implement global standards and structures for communications and information management, especially because NGOs, UN agencies, and the like have vastly different management structures and capabilities. NGOs are ground-level operators that rely on fast, low-level staff decision-making, whereas UN and other donor agencies depend on a hierarchical structure of management with information coming from below and making its way upward for decision-making.

NGOs thrive on the flexibility of using various types of equipment and by not being burdened by protocol or requirements during complex, changing emergencies. Over the past decade, some standardization has occurred within some applications. Examples include standard VHF and HF radio networks for voice traffic and mobile assets. With the emergence and spread of cell phone use and a heavy reliance on data networks, this gain in interoperability may be short lived. This is not to suggest that NGOs and other operators in emergencies would not benefit from standardized equipment and communications platforms, but only that it will be some time before they achieve it.

Conclusion: Emerging Trends for Increased Use of ICT

Although the humanitarian sector has lagged behind other industries in adopting technology, NGOs are increasingly becoming more sophisticated in their use of technology—particularly wireless technology such as mobile phones—and are openly collaborating with a range of partners.

To promote the expansion of technology and achieve uniformity of technology packages, some larger NGOs have formally joined consortiums such as NetHope. This type of organizing allows groups to pool resources and coordinate requirements in hopes of saving costs and maximizing benefits. Other NGOs are engaging in variety of partnerships with the private sector, academia, and other NGOs.

In summary, communicating with NGOs during an emergency may be difficult at times. This may be due to the lack of technology or a reluctance to interact with the military. No assumptions or generalities can be made about how to communicate with an NGO in any given situation. An approach and strategy will need to be developed locally and in the context of each emergency.

Chapter 17.

NGOs and Security

Gregg M. Nakano, Sarah Arnold, and Lynn Lawry

Executive Summary

- NGOs have developed security plans and manuals and have security officers.
- Security for the NGO requires a perceived impartiality.
- The legal basis for protection of humanitarian workers in conflicts is contained in the Geneva Conventions of 1949 and the related protocol of 1977.
- Because NGO personnel do not enjoy the same protected status provided to U.S. government personnel, they must approach safety and security differently.
- NGO personnel are extremely sensitive in being seen as instruments of government foreign policy, even when they might share the same nationality or even mission as the military force.

Those working for NGOs have traditionally enjoyed both international legal protection and immunity from attack by belligerent parties. Attacks on humanitarian workers have become more frequent since the 1990s, however. This is attributed to a number of factors, including the increasing number of humanitarian workers deployed, better data collection, the increasingly unstable environments in which they work, and the erosion of the perception of neutrality and independence.

NGO rely on impartiality as part of their credibility and security, any effort that gives an appearance of collaboration or coordination with the military undermines this impartiality and effectively eliminates a primary source of security.[177]

NGOs have to define what they mean by impartiality or even neutrality. It is difficult to reconcile being impartial and especially neutral if the organization supports democracy, social justice and civil society development, or peace-building initiatives in a country that is at war. It is particularly difficult if an organization provides aid but also documents abuses or advocates for human rights. This gives a perception, even if one hires or works with local partners, of not being impartial or neutral. Furthermore, it is also difficult to claim impartiality if it is obvious that aid is not allocated strictly on the basis of need but is instead driven by considerations of access, visibility, cost-effectiveness, agency interests, or expertise.

What NGOs have been advised is to consider the following transparent position:[178]

- Assistance is provided in response to unmet needs, but is also shaped by mandate, mission, expertise, capacity, and agreed policies, as well as by the access and acceptance obtained.
- Assistance is provided to all noncombatants regardless of identity, age, gender, political affiliation, religious conviction, and so on.
- The NGO states openly and otherwise makes clear that it values the basic rights and freedoms of all individuals, political democracy, and nonviolent ways of resolving conflict.

177 See Joint Chiefs, *Intergovernmental Organization*, www.dtic.mil/doctrine/jel/new_pubs/jp3_08v1.pdf (accessed June 1, 2009).

178 Koenraad Van Brabant, *Operational Security Management in Violent Environments* (London: Overseas Development Institute, 2000), http://ngosecurity.googlepages.com/GPR8.pdf (accessed June 12, 2009).

- The NGO practices neutrality as an operational principle:
  - It will not take sides and work in the areas of all groups.
  - It will not comment on the reasons for taking up arms.
  - It may have an opinion about how the conflict can best be resolved (even if it chooses not to express it).
  - It will take a position on the treatment of civilians and noncombatants and the tactics of war, and will express that position.

Since 1994, 594 deaths of occurred among aid workers; only 10 percent of these were accidental; the rest were targeted.[179] Of the 594, the vast majority (73 percent) were among local staff working for NGOs.

And although no evidence-based statistics support or refute the notion that cooperation, coordination,, or association with the military is detrimental to the safety of an NGO, humanitarian aid worker deaths and kidnappings have gone up sharply with military involvement in FHA since 2001.[180]

Legal Basis for Protection

The legal basis for protection of humanitarian workers in conflicts is contained in the Geneva Conventions of 1949 and the related protocol of 1977.[181] These treaties describe the category of civilian noncombatants (which includes local citizens and nationals of countries not party to the conflict) and outline the rights and obligations of noncombatants during conflict. These include the right to be treated humanely; to have access to food, water, shelter, medical treatment, and communications; to be free from violence to life and person, hostage taking, and humiliating or degrading treatment; and a prohibition against collective punishment or imprisonment.

Although the Geneva Conventions guarantee protection for humanitarian workers, they do not guarantee access of humanitarian workers to affected areas. Governments or occupying forces may, if they wish, ban a relief agency from working in their area. In addition, the Geneva Conventions do not require that parties to the conflict guarantee the safety of humanitarian workers. They do prohibit combatants from attacking noncombatants, and do require occupying forces to maintain general order.

179 See Patronus Analytical, "Aid Worker Fatalities Pages," www.patronusanalytical.com/aid%20worker%20fatalities/fatalities%20main%20page.html (accessed October 15, 2009).

180 Gilbert Burnham, Mani Sheik, Maria Isabel Gutierrez, Paul Bolton, Paul Spiegel, and Michel Thieren, "Deaths Among Aid Workers," *British Medical Journal* 321(2000): 166–68; "2008 Deadliest Year for Aid Workers," http://tvnz.co.nz/world-news/2008-deadliest-year-aid-workers-2625018 (accessed June 1, 2009) and www.patronusanalytical.com/aid%20worker%20fatalities/2004%20to%202007%20Map/2004_to_2007_Map.html (accessed June 1, 2009).

181 ICRC, "Protocol Additional to the Geneva Conventions of 12 August 1949, and relating to the Protection of Victims of International Armed Conflicts (Protocol I), 8 June 1977," www.icrc.org/ihl.nsf/7c4d08d9b287a42141256739003e636b/f6c8b9fee14a77fdc125641e0052b079 (accessed June 12, 2009).

Security Environments

When thinking about safety and security, the military divides operating environments into

- permissive environments, in which host country military and law enforcement agencies have control as well as the intent and capability to assist operations that a unit intends to conduct;
- uncertain environments, in which host government forces, whether opposed to or receptive to operations a unit intends to conduct, do not have effective control of the territory and population in the intended operational area; and
- hostile environments, in which hostile forces have control as well as the intent and capability to effectively oppose or react to the operations a unit intends to conduct.[182]

These distinctions are based on agreements between the United States and the host nation and help determine the force protection posture individual units take. A status-of-forces agreement (SOFA), which provides additional legal protection to service members, will usually be in place for permissive environments, whereas rules of engagement will delineate appropriate responses for uncertain and hostile environments.

Humanitarian nongovernmental organizations (NGOs) differ from military forces in that they do not rely on national authorization to enter another country. Instead, they act on several beliefs:

- All human beings are born free and equal in dignity and rights. They are endowed with reason and conscience and should act towards one another in a spirit of brotherhood.
- Everyone has the right to a standard of living adequate for the health and well-being of himself and of his family, including food, clothing, housing and medical care and necessary social services, and the right to security in the event of unemployment, sickness, disability, widowhood, old age or other lack of livelihood in circumstances beyond his control.[183]

To protect these values, NGO personnel respond to those in need anywhere in the world "without distinction of any kind, such as race, color, sex, language, religion, political or other opinion, national or social origin, property, birth or other status."[184] Because NGO personnel do not enjoy the same protected status provided to U.S. government personnel, they must approach safety and security differently.

In general, safety and security risks can be divided into environmental and human threats. Environmental threats include factors like weather, geographic hazards, wildlife threats, and prevalence of disease and affect everyone who operates in the region. Environmental risks can usually reduced by staying

182 See U.S. Marine Corps, *Amphibious Operations in the 21st Century* (Quantico, VA: United States Marine Corps, March 2009), www.quantico.usmc.mil/seabasing/resources/Articles/Amphib%20Ops%20in%20the%2021st%20Century.pdf (accessed October 15, 2009).

183 See United Nations, "The Universal Declaration of Human Rights," www.un.org/en/documents/udhr (accessed October 15, 2009).

184 Ibid.

healthy (getting proper nutrition, sleep, and exercise) and by avoiding or managing obvious risks (wearing sunscreen and insect repellent or avoiding intoxicants and excessive speed while driving).

Human threats can be more challenging and may vary from common theft in peacetime environments to targeted assassination during times of war. In general, the three strategies for protecting personnel against human threats are risk avoidance, risk management, and risk reduction.

Risk avoidance removes personnel from the source of danger. This is a common strategy for regional security officers at U.S. Embassies who ban travel to or recall staff from unstable areas. According to this strategy, activities and movement are increased or reduced according to perceived local support or threats. This strategy is focused on the who, the what, and the where of the threat, and thus relies on a strong and responsive surveillance capability.

Risk Management

Risk management focuses on defeating the impact of potential threats or eliminating them altogether. This is a more common strategy for military planners who provide armor for vehicles and individuals as well as weapons to destroy potential attackers. Because conflict is usually taken as a given, operations will change their offensive and defensive posture rather than location or substance of their activities. A risk management strategy focuses more on the what and the how of the threat.

Risk reduction focuses on transforming a potential assailant's perception of an individual or organization from meddling outsider to "one of us." In this strategy, the security of personnel is best ensured when the aid workers are integrated into the local community and valued for their contributions to local development. Interpersonal relationships with local authorities, partners, communities, and families become fundamental to accomplishing the NGO's humanitarian missions. This strategy focuses on neutralizing the why of the threat and often allows NGOs to work in areas that military planners would consider uncertain or hostile.

Of course, no single approach will work for all situations, and humanitarian personnel rely on a combination of strategies to safely conduct their operations. To manage the threats and challenges, NGOs are encouraged to assess their readiness to deploy to or remain in an unstable environment with questions such as these that follow:

- Do you have an adequate understanding of the context in which you operate?
- Do you have a clear sense of your mission and of the position you want to adopt and the role you want to play in your environment?
- Is your plan based on a systematic threat and risk assessment, and do you regularly review this assessment?
- Is it supported by clear policies that spell out responsibilities of the agency and of individual staff?
- Do you consider program choices and implementation approaches from a security point of view?

- Do staff understand the rational behind your standard operating procedures?
- Are staff disciplined about the observance of these procedures?
- Have your staff been given guidance and preparedness training for incident survival?
- Do you have crisis management guidelines for different incident scenarios?
- Do you feel that the news of security incidents, also from others operating in your environment, reaches you quickly most of the time?
- Do you feel that you as security manager have the required skill and competence to discharge that responsibility?[185]

Although aid personnel strive to provide humanitarian assistance even as the level of violence escalates, there are limits to how long personnel remain safely in the midst of conflict. The determination of whether to remain or evacuate is a complex balance of humanitarian need, resources, expertise, reputation within the region, and leadership personalities that is managed in most of the larger NGOs by a dedicated security section. For areas or countries of persistent conflict, the NGO may assign a dedicated security officer or team to evaluate changing local threats and risks.

UN Security Phases

1. *Precautionary*: Exercise caution. All travel into the area requires advance clearance.

2. *Restricted movement*: Staff and families remain at home. No travel into or within the country unless authorized.

3. *Relocation*: Staff and families are temporarily concentrated or relocated to specified sites or locations. Eligible dependants are relocated outside the country.

4. *Emergency programs only*. All staff not directly concerned with emergency or humanitarian relief operations or security matters are relocated outside the country.

5. *Evacuation*. All remaining staff leave according to the local UN security plan.

Often NGO security officers have military or police backgrounds and will have access to a wide variety of information sources and assessment tools. In addition to working with organizations like Interaction's Security Advisory Group (SAG), NGO security officers will stay abreast of the local military and police briefings. NGO security officers do not normally have access to classified material, but many times they do have more timely and granular information because of their access to reports directly from the field. And though NGO personnel will watch for changes in UN security phases they normally reserve the right to make independent determinations on whether to remain or stay.

Those who chose to remain in country as the number of threats and level of risk increases must make the choices between how they balance risk management against risk reduction. The responsibility of each aid worker is to understand the host culture and behave in a manner respectful of cultural norms while remaining vigilant to any changes to the environment that may pose a threat to personal safety. These threats may include and aren't limited to theft, assault, violent conflict and acts of terror, vehicle targeting, and natural phenomena. Safety and security risks are an unavoidable aspect of humanitarian service. Lack of

185 Van Brabant, *Operational Security Management in Violent Environments*, p. 311.

infrastructure and limitations of local institutions exacerbate these risks. It is not possible to eliminate all risks associated with these missions, but it is possible to manage them.

Humanitarian Space

Whether on the battlefield or in the ungoverned spaces of an internal state conflict, a need remains to provide food, water, shelter and protection to noncombatants. The Geneva Convention (IV), *Protection of Civilian Persons in Time of War*, states this:

> Persons taking no active part in the hostilities, including members of armed forces who have laid down their arms and those placed hors de combat by sickness, wounds, detention, or any other cause, shall in all circumstances be treated humanely, without any adverse distinction founded on race, colour, religion or faith, sex, birth or wealth, or any other similar criteria.[186]

Where the Geneva Conventions are observed, the wounded and sick shall be collected and cared for by an impartial humanitarian body, such as the International Committee of the Red Cross.

In complex humanitarian emergencies where the armed combatants do not honor their responsibilities and block the provision of humanitarian assistance to those in need, it becomes more challenging for NGOs to provide life-sustaining services without injury or loss of life.

Thus, when warring parties fail to respect the humanitarian purpose of interventions, "the attempt to provide assistance in situations of conflict may potentially render civilians more vulnerable to attack, or may on occasion bring unintended advantage to one or more of the warring parties."[187] This presents additional challenges to the humanitarian community who are committed to achieving "defined levels of service for people affected by calamity or armed conflict, and to promote the observance of fundamental humanitarian principles."[188] To continue to provide assistance even when the armed parties have abdicated their responsibilities under the *Law of Land Warfare* (FM 27-10), NGOs must resort to ensuring their own protection a variety of ways.

Information Gathering, Analysis, and Dissemination

NGOs that act on humanitarian principles and strive not to be or perceived as being instruments of government foreign policy can be viewed as a target or threat by power brokers in the region. In assessing the potential threat humanitarian programs might present, NGOs should ask themselves several questions:[189]

- Can the national origin of your agency, your source of funding, or the way you operate (such as in the areas of certain actors only or under the umbrella of a peacekeeping force that is

186 ICRC, "Convention (IV) relative to the Protection of Civilian Persons in Time of War. Geneva, 12 August 1949," www.icrc.org/ihl.nsf/385ec082b509e76c41256739003e636d/6756482d86146898c125641e004aa3c5.
187 IFRC, *The SPHERE Project*, p. 18.
188 Ibid., p. 16.
189 Van Brabant, *Operational Security Management in Violent Environments*, p. 40–41.

not perceived as neutral) cause you to be perceived as being associated with certain political interests or certain groups that are actors in the conflict?
- Can certain public statements of your agency be construed as indicating a hidden political agenda?
- Can your programs be perceived as strengthening the war economy or the political economy of somebody's enemy?
- Are you undermining someone else's power base?

Once an assessment of the programmatic impact on the existing stakeholder relationships, NGOs need to examine the more concrete sources of risk. This can include asking questions like the following:

- Do your programs put you in the path of military operations?
- Are your operations too close to potential political or military targets?
- Can your entry and exit routes be affected?
- Do your programs put you in areas that are important to the war economy or the illegal trade transactions that are a part of it?
- Do you have lootable resources in residences, offices, warehouses, programs, and the like?
- Do your program activities take you into high crime areas?
- If abuses and atrocities are committed can you be seen as an undesirable witness?

Site Selection and Facilities Management

Answers to these questions will drive the selection of the NGO's operating base and field offices. Physical spaces should be conducive to a secure and productive work environment yet provide access to workers, beneficiaries, and colleagues and preventing intrusion and attack by undesirable individuals. Over the years of operating in uncertain and hostile environments, the NGO community has designed checklists, to assist security officers in site selection.[190] These can include a variety of questions.

Neighborhood

- Do you know at least one of your neighbors?
- Do any NGO colleagues live in your area?
- Do you live on a two-way paved and well-maintained street?
- Do you live on a dead-end street?
- Are there several roads into or out of the neighborhood?
- Is your street a high-traffic or pedestrian route?
- Is there a history of crime in your neighborhood?
- Are the streets well lighted at night?
- Is there a major transportation station across the street or near your house?
- Is there a fire station within a 5-minute drive of your home?

190 InterAction, *Suggested Guidance for Implementing InterAction's Minimum Operating Security Standards* (MOSS), www.interaction.org/document/suggested-guidance-implementing-interaction%E2%80%99s-minimum-operating-security-standards-moss (accessed November 10, 2009).

- Is there a police station in your neighborhood?
- Are there any host government officials or ministers living in your area?
- Are you located near a university, opposition party office, or newspaper?

Exterior
- Are all gates and doors kept locked and keys in your control?
- Do you have a means to control access to your residence?
- Do you employ trained guards?
- Are guards' duties clearly defined and understood?
- Is your residence enclosed by a solid perimeter wall?
- Are there any trees, poles, or outbuildings close to the walls?
- Is the compound kept free of brush and debris?
- Are the premises and stairwells well lighted?
- Do you have a dog?

Doors
- Are doors made of solid core (wood or metal) construction?
- Are exterior locks cylinder type?
- Are doors equipped with deadbolt locks?
- Are all locks securely mounted?
- Can all exterior doors—terrace, porch, balcony, basement—be securely locked?
- Are there windows or soft door panels that when broken gain access to locks?
- Does anyone besides your immediate family have keys to your residence?
- Are unused doors permanently secured?
- Do you hide a main door spare key under a mat or flower pot nearby?
- Do you have a peephole, video monitor, or interview grille at main door?
- Are padlocks locked in place when doors are unlocked?
- Are padlock hasps securely installed so that screws cannot be removed?

Windows
- Are all first-floor windows protected with grilles?
- Are any window grilles hinged so as to be opened from inside?
- Are unused windows permanently secured and sealed?
- Are all windows securely mounted?
- Will breaking the glass give access to window locks?
- Are sliding glass doors secured with a track lock?
- Can upper story windows be easily accessed?
- Do any windows offer view of main entrance or street?

Interior
- Is there a lockable, secure room to which you can retreat from danger?
- Are tools and equipment kept in a secure place?

- Do you keep your cash and valuables in a secure place?
- Do you have a list of serial numbers for valuable appliances (VCR, stereo, TV)?
- Do you maintain a property inventory?
- Are valuables properly described or photographed?
- Are valuables on display in common areas of the residence?
- Do you receive mail or deliveries at home?
- Have you developed procedures and guidance for family or workers in the event of break-in or burglary?
- Have you posted the emergency contact information of police, fire, hospital, and so on?
- Does your residence have an evacuation plan and outside meeting point?
- Have you checked the references and health history of your domestic workers?

Security equipment

- Are fire extinguishers located around the residence?
- Has the fire fighting equipment been inspected or charged in the last year?
- Do all residents and workers know how to use fire fighting equipment?
- Are smoke detectors installed throughout the residence?
- Are batteries tested and changed regularly?
- Do you have a cell phone or handheld radio and spare batteries in the bedroom?
- Have you installed caller identification?
- Have you installed an alarm system?
- Do you shred all personal documents before discarding?

Serious consideration needs to be given to whether to highlight or downplay an NGO's presence in country. In general, where humanitarian space and the neutrality of NGO personnel are respected, the more likely the location of the headquarters will be openly advertised.

Personnel

Personal safety starts with the individual aid worker. Because NGO personnel must work in very dynamic and semi-autonomous situations with few resources and little backup, they require a high level of initiative, resourcefulness, maturity and judgment. Successful missions require workers to adjust their habits and lifestyles to minimize exposure to risks.

The SPHERE code of conduct states NGO personnel "will endeavor to respect the culture, structure, and customs of the communities and countries we are working in."[191] To accomplish this, NGO personnel will adjust their physical appearance, living arrangements, modes of travel, venues for entertainment, accountability, and sources of companionship to the expectations of the local population. In addition to being a beneficial, nonthreatening member of society, the acceptance strategy requires personnel

191 IFRC, *The SPHERE Project*, p. 318.

to establish and maintain broad-based relationships and to sustain inclusive contacts with multiple authorities and powerbrokers while maintaining an image that is both respectful and respected.[192]

Unlike a military force, which commands respect through force of arms, humanitarian workers can rely only on their reputation, which may take years to build and be destroyed in an instant. As a result, NGO personnel are extremely sensitive with being seen as instruments of government foreign policy, even when they might share the same nationality or even mission as the military force.

Communications

Appropriate technology, procedures, and training are necessary for clear, coordinated, and effective external and internal communications systems. Communications provide some unique challenges to NGOs that military personnel are unlikely to wrestle with, however.

NGOs strive to provide assistance based on need rather than race, religion, political affiliation, or ability to pay. To avoid the perception of favoritism and operate in a neutral manner, NGO do not normally use any encryption devices and operate with the understanding that the local government will likely be monitoring all their communications. Because NGOs may provide assistance to all parties in the conflict, they will be exposed to sensitive information that could be used to assist the political or military objectives of either side. This requires that information be recorded and transmitted in a way that reduces rather than fuels conflict.

Although modern communications equipment is essential for the NGO headquarters to remain in contact with field offices or mobile teams, the equipment might make NGO personnel a target of crime in areas where the technology is not commonly available. A satellite phone, which provides an NGO team global coverage, might represent the ability to tip the balance of power in a conflict. The same might apply for a vehicle outfitted with a communication suite of HF, UHF, or VHF radios. In some areas, simply carrying a cell phone or radio could be viewed as a threat by those who would like to keep their activities concealed. Thus even as NGO personnel must maintain communication between themselves and higher headquarters, they must be careful to select equipment that will not increase the risk to themselves or the mission.

NGO communications specialists thus have an enormously challenging job of selecting equipment that will allow reliable communication without raising the NGO's profile or risk to aid personnel working unarmed in areas of high risk. Security officers must educate and train NGO personnel as to what should and cannot be transmitted by radio, cell phone, or e-mail. And, as noted earlier, it is the responsibility of individual NGO personnel to practice and master their respective communication protocols.

192 Van Brabant, *Operational Security Management in Violent Environments*, p. 60.

Transportation

Reliable transportation is essential for NGO operations, but also poses the greatest risk of accidents, assault, injury, and death for aid workers. "At least half of all security incidents occur during travel."[193] To minimize these risks, adequate resources for proper vehicle selection, maintenance, driver employment, protective equipment, and procedures all are necessary.

Vehicle selection is perhaps the most critical first step. Understanding the environmental conditions of travel, the availability of fuel, parts, and trained mechanics will extend the lifespan of a vehicle. However, the NGO must balance the need for a completely reliable low mileage vehicle against raising the risk of becoming a target of carjacking in areas of conflict or crime. It is critical to follow a vehicle maintenance schedule, especially when operating in rough terrain or extreme climate conditions.

Perhaps the second most important transportation safety factor is ensuring that drivers are properly trained and in the correct frame of mind when behind the wheel. Familiarizing personnel with the unique characteristics of environment will reduce surprise caused by sharing the road with animals, pushcarts, or unmarked sections of the under construction. Driving while tired or with the added stress in a conflict area can increase the chance of an accident for even the safest driver.

Sometimes NGOs mitigate these risks by hiring local drivers. Besides the basic requirements of a valid drivers license, driving experience, good eyesight, and maturity, the driver should have technical competence with the vehicle in question. The driver will have influence which routes are taken, how check points are negotiated, and over time become a de facto representative of the organization. The added benefit of having someone who knows their way around thus comes with its own risks.

A driver from a disenfranchised group, whether religious, ethnic, racial, or caste, may engender prejudice against the NGO. The driver might also be part of a group intent on stealing the vehicle or committing a crime against the NGO. Background checks are useful but not always effective in areas without a criminal justice system or where people use many different personal names.

Reporting and Responding to Security Incidents

Incident report data analysis and dissemination is critical to project management and decision-making, not only for an individual NGO, but also for all the other organizations involved in providing assistance in the same area. Patterns, trends, and events in the local culture and environment contribute to appropriate planning, training, and allocation of resources. If this is done openly and inclusively, developing a common operating picture can benefit to the host government, the military, and NGOs alike. That said, levels of information sharing will differ depending on the relationship with the reporting organization.

193 Ibid., p. 113.

Internally, there needs to be a incident report mechanism that immediately alerts all other members of the NGO of all environmental and mission changes with safety and security implications. This is usually the most important and difficult task because it depends on individual team members to record and share information that may not seem important or particularly useful at the time.

At a minimum, the report should normally include who is reporting, what happened, where it happened, when it happened, who was involved, what the impact is on those affected, who perpetrated the incident, a summary of the current situation, and whether any problems arose, actions were proposed or taken, or decisions or actions requested of headquarters.[194]

In high tempo or stress environments, events such as looting a store or destroying a bridge may happen so frequently that they reset the threshold for a critical event. Thus, though it is important for NGO personnel to comprehensively understand the local environment, key actors, and pulse of daily life, becoming too familiar with violence and destruction can breed complacency about an ever-increasing threat level.

Other challenges to information sharing are compounded when members of a team have different experience levels or rotate on a regular basis. Without knowing the character and temperament of colleagues or respecting and trusting their judgment, the group dynamics of the team rapidly break down, opening information gaps that can lead to accidents or attacks.

Sometimes local staff are not privy to certain information or are excluded from team meetings. This can erode trust and have fatal results given that the local staff often have a better understanding of the social undercurrents that can in turn affect the safety and security of the NGO's personnel or operations. Sometimes the field office may withhold information from headquarters in fear that headquarters might curtail operations, making a proper analysis of the need to evacuate difficult. Thus the planning and training before deployment and refresher training throughout the operation are critical to the long-term success of any operation.

Security Planning

Security planning is an ongoing process that continually refines and reassesses the threat environment. By establishing and enforcing policies and procedures and providing guidance for possible contingencies NGOs can reduce the most obvious risks and mitigate the worst effects of accidents and attacks.

Before the invasion of Afghanistan and Iraq, many NGOs operated in violent environments without developing a strong organizational culture of safety and security.[195] Many times, aid personnel relied on the immunity provided by humanitarian space and did not view themselves as party to the conflict. A series of factors including, intermingling of NGO and U.S. government programming,

194 Ibid., pp. 240–41.
195 Ibid., p. 9.

specific targeting of NGO staff for kidnapping and execution by violent extremist groups, and the shift in U.S. military policy to begin engaging directly in reconstruction and stabilization activities all served in increase the risks of injury and death for NGO personnel.

As a result, the many of the NGOs who remained in Afghanistan and Iraq have built more formal safety and security systems to meet the new threats. These changes include adding safety and security measures to grant proposals and providing safety and security education and training courses for deploying personnel. Perhaps one of the most important changes has been an increased recruitment of professional security officers with formal military, police, or intelligence experience.

NGOs and Security Officers

Large NGOs such as CARE, Save the Children, and World Vision have full-time security officers and a small security department. They provide advice on field safety and security issues, conduct assessments for field offices, and are responsible for policy and procedure. Many of these departments are supplemented by contractors with varying security experience for short- and long-term field assignments.

Although large NGOs have a headquarters security staff, headquarters itself often doesn't have control over all aspects of field safety and security. Field security staff may view directives as advisory, subject to interpretation. An established command structure, as found in the military is not present in NGOs.

Each NGO country office usually has someone within senior management staff responsible for safety and security, but this individual is usually part of the logistics, administrative, or operations division, and not a dedicated security officer. Security officers are brought in to assist if the need arises.

Some organizations are moving toward having security focal points in each of the field office that would report to the country office. Safety and security are not the primary functions of the field office, however, and personnel in these focal points tend to be local or national staff.

Medium-sized NGOs may or may not have security staff. Security is usually assigned to someone as a secondary duty, typically someone overseeing program management. Small NGOs may have someone with an interest in security with past military or law enforcement experience, but typically have no established security functions.

Security Coordination in the Field

The face of NGO security may change in the future with USAID calling for standardization of security policies and procedures for funded NGOs. InterAction, an organization that represents U.S. NGO interests, has called for minimum operating standards for security, as well.

Currently, coordination efforts follow one of three models:

- funded bodies, such as ANSO in Afghanistan, which serves the entire humanitarian community in a location;
- ad hoc, which is a cooperative effort staffed by security officers working in a location, usually larger NGOs in high threat environments; or
- the United Nations, which dictates policy and procedures.

Although previously perceived by the military as lax about security, NGOs since the 1990s have created a plethora of security protocols, manuals, and guidelines to reflect the nature of what they do. Manuals, protocols, papers, and further reading can be found on all aspects of NGO security at a number of online resources.

RESOURCE: *Security-Related Reading*

- Security manuals
  http://ngosecurity.googlepages.com/safety%26securitymanuals

- Papers, reports and studies
  www.patronusanalytical.com/page12/page12.html

- InterAction
  www.interaction.org

- European Commission Humanitarian Aid Development Office
  http://ec.europa.eu/echo/

- International Security Assistance Force
  www.nato.int/isaf

- NGO Security Blogspot
  http://ngosecurity.blogspot.com/2006/01/primary-readings.html

- Koenraad Van Brabant, *Operational Security Management in Violent Environments*, Good Practice Review #8 (London: Overseas Development Institute, 2000)
  http://ngosecurity.googlepages.com/GPR8.pdf

Chapter 18.
NGOs and the Military

Executive Summary

- NGOs and military should not work against each other in humanitarian emergencies if they want to maximize their utility and functionality.
- Each has a role that is complementary—not detrimental or contrary—to the other.
- Past examples of military-NGO collaboration have shown that NGOs and the military can communicate.
- Some, but not all NGOs, will work, coordinate, or interface with the military.

NGOs and military units each play essential roles in humanitarian emergencies. Both are able providers of humanitarian assistance in some of the worst places on earth, and millions of people worldwide have benefited from humanitarian services provided by either NGOs or militaries or both.

History of NGO and Military Interaction

In the 1990s, international NGOs and the world militaries worked collaboratively in Somalia, Bosnia, northern Iraq, Albania, and Kosovo, after the Indian Ocean tsunami, and in Pakistan, to name a few.[196] Issues, however, arose when U.S. military forces became a belligerent to the conflicts in Afghanistan and Iraq and had a new mission of foreign humanitarian assistance (FHA) that included the term *heart and minds* as a way to describe providing aid.[197] Most NGOs avoid close affiliation with any military, preferring to remain autonomous and impartial in how they distribute aid. As noted in chapter 17, because NGOs rely on impartiality as part of their credibility, any appearance of working with the military strips away this impartiality and is thus in some measure counterproductive.[198]

And though no evidence-based statistics support or refute the notion that cooperation, coordination, or association with the military is detrimental to the safety of an NGO, humanitarian aid worker deaths and kidnappings have gone up sharply with military involvement in FHA since 2001.[199]

The long-held views of both the humanitarian aid community and the military have hindered discussions and collaboration. The word *coordinate* continues to hinder or stop effective communication and dialogue. Complicating the dialogue are the differing definitions of the word that the military and NGOs use. It is not uncommon to hear the military state that they are required by doctrine to coordinate with NGOs nor to hear NGOs say that they not coordinate or be coordinated by

196 See Joint Chiefs, *Interorganizational Coordination*, www.dtic.mil/doctrine/jel/new_pubs/jp3_08v1.pdf (accessed June 1, 2009).

197 See Department of Defense, "Instruction: Stability Operations," www.dtic.mil/whs/directives/corres/pdf/300005p.pdf; Joint Chiefs, *Foreign Humanitarian Assistance*, www.dtic.mil/doctrine/jel/new_pubs/jp3_29.pdf (accessed June 1, 2009); Joint Chiefs, *Interorganizational Coordination*, www.dtic.mil/doctrine/jel/new_pubs/jp3_08v1.pdf (accessed June 1, 2009); Chris Seiple, *The U.S. Military/NGO Relationship in Humanitarian Interventions* (Carlisle, PA: U.S. Army War College, Peacekeeping Institute/Center for Strategic Leadership, 1996).

198 See Joint Chiefs, *Interorganizational Coordination*, www.dtic.mil/doctrine/jel/new_pubs/jp3_08v1.pdf (accessed June 1, 2009).

199 Burnham et al., "Deaths Among Aid Workers;" "2008 Deadliest Year for Aid Workers," http://tvnz.co.nz/world-news/2008-deadliest-year-aid-workers-2625018 (accessed June 1, 2009), www.patronusanalytical.com/aid%20worker%20fatalities/2004%20to%202007%20Map/2004_to_2007_Map.html (accessed June 1, 2009).

the military. In fact, the UN and NGOs define the term as meeting or talking and sharing information, whereas the military uses it to mean command and control of a given situation.

Furthermore, the military use the phrase *functional interdependence* to mean that one organization relies on another to attain the objective.[200] Again, and though the end may be the same, NGOs do not necessarily have the same objective as the military when it comes to a village.

As described in publication JP 3-08, this interdependence can form a strong and potentially lasting bond between agencies, departments, and organizations. A good example is when NGOs effectively conducted relief operations in Somalia and the early evolutions in the Balkans in the 1990s with the security provided by the armed forces of the United States. Another type of interdependence is called *resource interdependence*, and is based on one organization providing certain capabilities that another lacks and can include resources such as manpower, logistics, training augmentation, communication, and financial backing.

In DODD 3000.05, the following instruction is given:

> Integrated civilian and military efforts are key to successful stability operations. Whether conducting or supporting stability operations, the Department of Defense shall be prepared to work closely with relevant U.S. Departments and Agencies, foreign governments and security forces, global and regional international organizations (hereafter referred to as "International Organizations"), U.S. and foreign nongovernmental organizations (hereafter referred to as "NGOs"), and private sector individuals and for-profit companies (hereafter referred to as "Private Sector").[201]

"Be prepared to work closely with" is interpreted by many in the military as *coordination*. Even publications JP 3-08 and JP 3-29 use the terms *cooperate* and *coordinate* inconsistently, leaving interpretation to commanders on the ground.[202]

What all DOD documents state unequivocally, however, is within the context of DOD involvement, that interagency coordination occurs between elements of DOD and engaged U.S. government agencies to achieve an objective. But it is USAID that plays a major role in U.S. foreign assistance policy and a principal role in interagency coordination. The Department of State must ask DOD by an EXECSEC memo to participate in a disaster. Coordination is then with USAID, DART, and the response management team. Furthermore, DOD instructions also state that "the extent to which specific NGOs are willing to cooperate with the military can thus vary considerably."[203]

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200 See Joint Chiefs, *Interorganizational Coordination*, chap. 1: 1–10: www.dtic.mil/doctrine/jel/new_pubs/jp3_08v1.pdf (accessed June 1, 2009).

201 See Department of Defense, "Instruction: Stability Operations," www.dtic.mil/whs/directives/corres/pdf/300005p.pdf (accessed June 1, 2009).

202 For further details on coordination and relationships with NGOs and IGOs, see Joint Chiefs, *Interorganizational Coordination*, www.dtic.mil/doctrine/jel/new_pubs/jp3_08v1.pdf (accessed Jun 1, 2009).

203 See Department of Defense, "Instruction: Stability Operations," www.dtic.mil/whs/directives/corres/pdf/300005p.pdf; Joint Chiefs, *Foreign Humanitarian Assistance*, www.dtic.mil/doctrine/jel/new_pubs/jp3_29.pdf (accessed June 1, 2009).

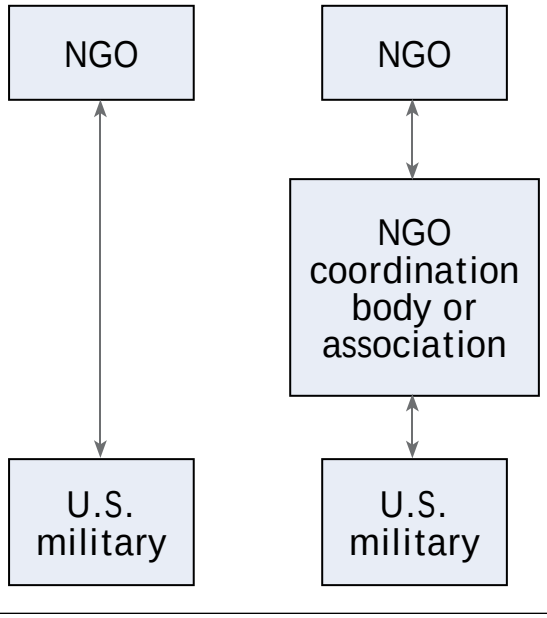
Coordinating NGOs and Military

Coordinating and integrating efforts in a disaster between NGOs and the military should not be equated to the command and control of a military operation.[204] Military operations depend on a command structure that is often quite different from that of civilian organizations and may present challenges to both groups. NGOs do not operate within military or governmental hierarchies. It is best to identify a military liaison within the NGO community to manage efforts.[205]

Mechanisms

Larger NGOs will often have a military liaison staff member to manage military interface (see figure 18.1, sample A). World Vision, CARE, CRS, and other large NGOs will often employ specialists or retired military personnel to assist in managing relations and activities that require interface with U.S. or other military entities. These are important positions, because language and operational differences between NGO and militaries are often overwhelming for all parties involved. An NGO staff person who understands how to work with military personnel will make a working relationship much more productive and feasible.

Figure 18.1 Coordinating Mechanisms



This is not to say that having a military expert or liaison expert on an NGO's staff is required. It is in fact not common, and more than likely an NGO will depend on an NGO coordinating body or regional association in the affected area or region to provide some framework or order to relationships between the military and the NGO community (see figure 18.1, sample B).

Coordinating with NGOs

When military or government personnel coordinate or communicate with NGO representatives, they should understand that NGO staff members are a part of a larger organization but with a specific, sometimes autonomous and essential job function. When identifying who to refer to as the point person, special attention should be given to the type of coordination needed, the sector that this coordination will concern, and the scale of operation. To identify the appropriate person to coordinate with, these points may help:

204 See Joint Chiefs, *Interorganizational Coordination*, www.dtic.mil/doctrine/jel/new_pubs/jp3_08v1.pdf (accessed June 1, 2009).

205 See Department of Defense, "Instruction: Stability Operations," II-30, www.dtic.mil/whs/directives/corres/pdf/300005p.pdf; Joint Chiefs, *Foreign Humanitarian Assistance*, www.dtic.mil/doctrine/jel/new_pubs/jp3_29.pdf (accessed June 1, 2009).

- *Type*. Do identify with NGO staff members what types of things you'll need to coordinate. Refugee movement? Water supply? Air transport? This will give you an idea of what NGO staff type and level you'll need to be coordinating with.
- *Sector*. Do identify with NGO staff members the sector or area of service provision you'll need to coordinate within. Medical and health service sector coordination will require working with different NGO personnel than refugee protection or transportation coordination would.
- *Scale*. For smaller coordination activities, military staff members may find it most useful and efficient to coordinate with lower-level NGO program officers and staff members dealing with specific tasks. For larger scale activities, NGOs will often appoint a military liaison staff member or office, or work with the UN to do establish either a CMOC or coordination mechanism like this.

In many cases, NGOs will allow USAID's Office of U.S. Foreign Disaster Assistance (OFDA) to serve as the broker for humanitarian coordination between the military and the NGO community. OFDA is often respected as a government agency and has resources to expend when operating in an emergency. Military officers have often given preference to dealing with one government agency rather than numerous independent NGOs. OFDA is not a direct representative for NGOs to the military or other entities, but OFDA staff members often secure places at coordination tables for NGO personnel, and in many instances advocate for them to be included or supported. OFDA funds many NGO activities during emergencies and can use its government and donor status combined with its existing relationship with military units to ensure that NGO needs, requests, and ideas are heard at the table. NGO-military relationships are now improving because of a good history of operational contact (now well over 10 years), and because both communities have taken lessons from failures and successes in the last decade.

NGOs and military units both have significant incentives to coordinate and collaborate. As implied, NGOs need many things from the military: logistical assistance, communications, intelligence, and protection among them. The military, too, has found it valuable to coordinate with NGOs for understanding ground-level activity, to manage population movements, assistance projects, and general humanitarian activities. Both groups—whether or not originally desired—find that coordination is essential.

For more formal coordination, various organizational forums—humanitarian operations centers (HOCs), civilian military operations centers (CMOCs), on-site operations coordination centers (OSOCCs), and humanitarian affairs centers (HACs)—have been formed in Haiti, Somalia and Rwanda, Albania, Kosovo, Afghanistan, and elsewhere to officially organize activities among the many organizations involved in humanitarian operations. For NGOs, these are places to liaise with UN and military operations staff members and to learn about pertinent political and military developments. For UN and donor agencies, they are a place to obtain ground-level information from NGOs and military units. Although not always extremely successful in coordinating humanitarian activities, such forums have been successful at developing an overall picture of the humanitarian crisis and coordinating funding, donor activity, and logistical and military operational support for such activities.

If a situation does not lend itself to face-to-face contact, the UN's ReliefWeb Internet site is a useful hub for humanitarian exchange and information on complex emergencies and natural disasters.

Several online resources are particularly valuable for the detailed information they offer on how best to interface with NGOs in conflict settings or nonconflict settings.

- Interagency Standing Committee, "Civil Military Relationship in Complex Emergencies" (2004) www.humanitarianinfo.org/IMToolbox/10_Reference/Civil_Military_Relations/2004_Civil_Military_Relationship_In_Complex_Emergencies.pdf

- InterAction, "Interaction Guidelines of Civil-Military Relationships" (2007) www.interaction.org/document/interaction-us-civilian-military-guidelines-july-2007

- UN Office for the Coordination of Humanitarian Assistance: "Guidelines" (2005) http://ochaonline.un.org/AboutOCHA/Organigramme/EmergencyServicesBranchESB/CivilMilitaryCoordinationSection/PolicyGuidelinesRelatedDocuments/tabid/4938/language/en-US/Default.aspx

Where to Coordinate with NGOs

NGOs can almost always be approached in person, by telephone, or by e-mail. In the field, NGO personnel can be spoken to directly and are often very friendly. Coordination centers or NGO association headquarters are valuable places to contact NGOs during a disaster. When no one physical location is designated, most NGO employees will be able to indicate where, when, or how they coordinate among themselves. Military personnel are also often guided to the NGO coordination body, which will typically have contact information for member NGOs, can indicate what NGOs are doing in the region, and can identify which NGOs are active in specific sectors. Military personnel or NGO outsiders can request the names and contact information for specific country directors, program officers, logistics officers, and other NGO staff. Program officers may be involved with numerous projects. Additionally, smaller NGOs often assign one person multiple tasks, so that, for example, a communications officer might also be a logistician or program specialist. Language barriers are not uncommon given the nature of humanitarian assistance, so it always pays to know at least a few greetings in a few languages and to be scrupulously polite in all circumstances.

- *Humanitarian information centers* (HICs). The UN often sets up humanitarian information centers that also serve as central coordination points. Many times NGOs are either required or voluntarily register with an HIC to keep updated on meetings, regional news, and developments. HICs are normally located in central activity areas, often close to UN offices or where the international community stakes out an unofficial headquarters.
- *Civil-military operations centers* (CMOCs) or *humanitarian operations centers* (HOCs). HOCs are often established as the official coordinating center between NGOs, the UN, governments, IOs, and the military.

- *On-site operations coordination centers* (OSOCC). The term *OSOCC* was used in Rwanda, and essentially fulfilled the same role as the HOCs did in Somalia. It was a place for official coordination between NGOs, the UN, donors, other IOs, and the military.
- *The Internet*. Relief Web, HICs, and www.global-health.org are good starting points.

How NGOs and the Military Relate

Many countries authorize their militaries to respond to international humanitarian crises. NGOs can respond to any they choose if they have the resources and capabilities. The U.S. and EU militaries are most commonly found in larger-scale humanitarian emergencies when specific strategic or political interests are involved—the Balkans, Afghanistan, Somalia, and so on. U.S. Department of Defense efforts are guided by specific directives and doctrine that establish what types of humanitarian assistance can and should be deployed under specific circumstances.[206] In countries affected by an emergency, the national military forces are often mobilized to maintain order and to assist in relief efforts, reconstruction, transport, communications, and coordination efforts.

NGOs respond to almost all international humanitarian emergencies regardless of the possible associated political or strategic value. Because they often depend on donor funding, NGOs are often strapped by the priorities, strategies, funding cycles, and preferences of the donor agencies and countries. NGOs of concern in this manual, mostly western-based international relief organizations, often use their own capacity and resources during the initial stages of an emergency and can act independently of any donor for a time before needing to seek support from outside donors or agencies. NGOs are extremely operational, requiring little logistical support or supporting bureaucracy in making decisions.

Because both NGOs and the military act as humanitarian actors, each can relate to a specific mission or objectives, and focus on a target when coordinating or communicating. Although an objective, or method for achieving that objective, may be different for NGOs and militaries, understanding that there is one is often enough to start dialogue between the two entities.

NGOs and military units share geography and space. Each serve in settings that are victim to major disequilibrium of the political, social, or economic status quo (sometimes all three). Somalia, Haiti, Afghanistan, and Albania are examples of complex humanitarian crises that are largely man-made and not ideal for any type of mission. Such conditions are difficult to work in, and NGOs and militaries have adapted with different management structures, culture, and protocol. A military staff person may wear camouflage and an NGO person street clothing, but both are experiencing abnormal conditions

206 See Joint Chiefs of Staff, *Joint Doctrine for Civil-Military Operations*, JP 3-57 (Washington, DC: Joint Chiefs of Staff, 2003), www.dtic.mil/doctrine/jel/new_pubs/jp3_57_1.pdf; *The NATO Civil-Military Co-operation CIMIC Doctrine*, AJP-09 (Brussels: North Atlantic Treaty Organization, 2003), www.nato.int/ims/docu/ajp-9.pdf; *Joint Task Force Commander's Handbook for Peace Operations*, JWP 3-50 (Fort Monroe, VA: Joint Warfighting Center, 1997), www.dtic.mil/doctrine/jel/research_pubs/k516.pdf. These and other pertinent doctrines explain or outline military intervention policies, response triggers, and types of responses authorized (www.cdmha.org).

under stress, fatigue, danger, and possibly depression or disgust. Although motivated for different reasons, each person or entity share the difficulty of being in a complex emergency setting.

NGOs and militaries share the goal of changing a current condition. Military operations—whether with humanitarian intentions or not—are often devoted to changing a specific condition, power, or problem. Militaries are becoming more involved in complex humanitarian emergencies and humanitarian action because population health and humanitarian conditions are important to the political side of operations or to establishing conditions for the departure of military forces (peace). NGOs, however, are devoted solely to changing humanitarian conditions. Both NGOs and militaries understand that their objectives may be different, but that movement is important.

NGOs and military units both provide extremely valuable services during humanitarian emergencies and neither can replace the other completely. NGOs are nimble, quick, efficient, and focused on displaced populations (DP). They target their operations on ensuring that DP needs are met. Military units are forceful, capable and, supported by large organizational and physical infrastructure that can be used in a variety of ways.

With more exposure to each other, many NGO personnel and military personnel are now somewhat comfortable with military humanitarian interventions and coordination with military units, or simply better understand each other's comfort zones and limits.

Over the last decade, experiences suggest that NGOs and militaries can operate together but that challenges still exist. During the Kosovo crisis in 1999, NATO forces and NGOs worked closely together in many instances. Still, communication and expectations became skewed. A Watson Institute paper titled *NATO and Humanitarian Action in the Kosovo Crisis* suggested two themes.[207] First, despite coordination efforts and extensive collaboration, NGOs often became frustrated with the idle capacity that military commanders left on reserve for emergency or contingency action. NGO managers thought it strange that thousands of troops and large logistical supply stores were left unused for long periods while NGOs were short staffed and the needs of the displaced were high. Second, NGO and military culture clashed, even in coordination settings. NGOs often wanted to make sure of a distinct line between military operations and NGO relief activities. At the time, NGOs felt intimidated or frustrated over the way military personnel operated.

> For their part, some aid organizations sought to place a certain distance between themselves and the military. One reported a sharp exchange at a briefing for a senior KFOR officer. "Gentlemen," said an NGO official with provocation aforethought, "I'm not in your chain of command." "Then you're out of control," shot back one of the officers. "No, I'm a humanitarian

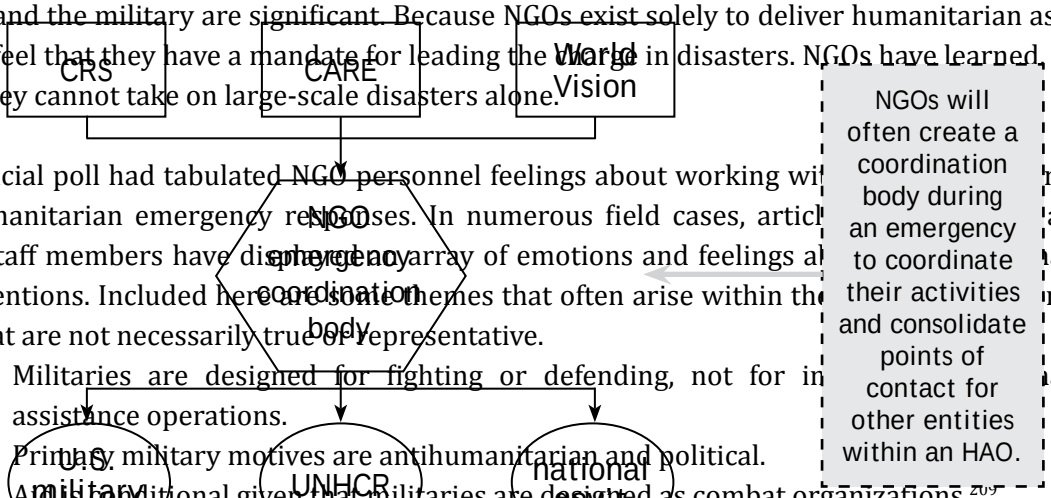
207 Larry Minear, Ted Van Baarda, and Marc Sommers, "NATO and Humanitarian Action in the Kosovo Crisis," Occasional Paper #36 (Providence, RI: Thomas J. Watson Jr. Institute for International Studies and the Humanitarian Law Consultancy, 2000).

professional." That difference in viewpoint was reconfirmed in day-to-day experience. "Nobody can tell an NGO what to do," lamented a KFOR official.[208]

There is still much to learn in both the NGO and military communities, but experience thus far indicates that relationships are becoming easier to manage, and that ways to manage these relationships are well-known. NGOs and militaries play critical roles in humanitarian emergencies, different roles, but both critical.

How NGOs Perceive the Military

The Kosovo example is a good one of the civil-military relationship in the 1990s and perhaps today. Although not always extremely apparent, some (but not all) NGO personnel have many feelings about the military: disdain, nervousness (around weapons, camouflage, saluting), ignorance (which often leads to nervousness or disdain), previous bad experiences (Kent State University, Somalia), or philosophical opposition. Regardless of the possible cause of ill feelings, cultural differences between NGOs and the military are significant. Because NGOs exist solely to deliver humanitarian assistance, many feel that they have a mandate for leading the charge in disasters. NGOs have learned, however, that they cannot take on large-scale disasters alone.



No official poll had tabulated NGO personnel feelings about working wi militaries in humanitarian emergency responses. In numerous field cases, articl accounts, NGO staff members have displayed an array of emotions and feelings a manitarian interventions. Included here are some themes that often arise within the mmunity, but that are not necessarily true or representative.

- Militaries are designed for fighting or defending, not for in anitarian assistance operations.
- Primary military motives are antihumanitarian and political.
- Aid is conditional given that militaries are designed as combat organizations.[209]
- Military personnel have no humanitarian training and little ability to understand the needs of the displaced.
- Militaries pay too much attention to force protection and self-preservation to make them truly humanitarian agents.
- Militaries have rigid and inflexible management structures that make coordinating with other organizations and responding to highly dynamic humanitarian conditions difficult.

Almost all these points are false. Such sentiments that can be found in various NGO personnel ranks and in vocalized sentiment in NGO-military coordination meetings, but are mostly generalizations

208 Dennis Gallagher, Michel Moussalli, and David Bosco, *Civilian and Military Means of Providing and Supporting Humanitarian Assistance during Conflict: A Comparative Analysis* (Washington, DC: Refugee Policy Group, 1997), pp. 58–59.

209 See Department of Defense, "Instruction: Stability Operations," www.dtic.mil/whs/directives/corres/pdf/300005p.pdf; Joint Chiefs, *Foreign Humanitarian Assistance*, www.dtic.mil/doctrine/jel/new_pubs/jp3_29.pdf (accessed June 1, 2009).

and uneducated statements. Militaries now have extensive training facilities and programs dedicated to readying military personnel for a variety of situations. They are today extremely able, sensitive, and efficient in implementing humanitarian operations.

Civil-Military Cooperation Lessons Learned

In northern Iraq in the early 1990s (Operation Provide Comfort), NGOs found it necessary to create a coordinating mechanism. At no time had military forces been so involved in international relief activities, nor had there been such a need to coordinate so many NGOs, donors, and IOs in the same region. NGOs formed the NGO Coordinating Committee for Northern Iraq (NCCNI), which then served as the NGO Emergency Coordinating Body shown in figure 18.2. It was the foundation for communications with a diverse set of donors, military units, government agencies, refugee and IDP councils, and IOs all in some way participating in HAOs.

Figure 18.2 NGO Emergency Coordinating Body for Iraq, early 1990s

In late spring of 1999 in Kosovo, NGOs and NATO military officers spent considerable time coordinating and informing each other of various developments, needs, or experiences. For general coordination meetings, first daily and later weekly, NGOs would send representatives to meet with the various KFOR commanders or officers at specific locations, often hosted by UNHCR, UNDP or other larger agencies. Depending on the sector of military activity and the style or host of the meeting, NATO officers would give updates on de-mining activities, equipment or troop movements, violence or violent occurrences, and descriptions of safe areas, security protocol, and other issues relating to the movement and safety of IO and NGO personnel in specific areas. NGOs and IO personnel would also normally share their individual project developments, challenges, questions, plans, and vision.

A number of lessons about NGOs have been learned:

- NGOs are generally capable organizations but lack communication and logistical capacities.

- NGOs are civilian organizations that do not fall into a military-style command structure.
- NGOs prefer to keep their programs, activities, and image as independent as possible.
- NGOs can work effectively and efficiently during an emergency, often with a comparative advantage in specific sectors or regions.
- Routine and informal meetings between the NGO community, UN agencies, and the military can cut through a lot of stress, tension, and misunderstanding.[210]

The military has taken note of the last of these lessons. Since the success in northern Iraq of Operation Provide Comfort and for ongoing coordination purposes, U.S. military doctrine now provides for the creation of civilian-military operation centers, or CMOCs. CMOCs are now a standard platform of interaction between the U.S. military and the humanitarian community in emergencies, emphasizing coordination activities before and during humanitarian emergencies between military units and specific NGOs and humanitarian agencies active in certain emergencies.[211] CMOCs are valuable entities and have enjoyed large NGO support in many emergencies since 1991, and aim to provide coordination and support services to NGOs and other humanitarian organizations. NATO supports civil-military cooperation centers (CIMICs) that serve the same end as U.S. CMOCs.[212]

NGOs have in turn learned a great deal about the military, particularly operational lessons.

- Military units can provide unprecedented and unequalled logistical and communication services for the humanitarian assistance community (military or not).
- Military units normally have a monopoly on the use of force and normally are the only equipped entities capable of providing safe zones and stability in conflict regions.
- During humanitarian emergencies, personnel in both the military and NGO camps are pressed to assist displaced in the best way possible.
- Although the military may speak a different cultural or operational language, alleviating suffering and providing stability in emergency settings are goals of both communities.[213]

There have been other successful military run information-coordination centers in Afghanistan, Kuwait, and Indonesia. A humanitarian operations center, also called a civil-military operations center, run by the U.S. military, was indispensable in Kuwait during the 2003 Iraq invasion.[214] Although coordination met with resistance from NGOs in the early stages of the war, ultimately more than 80 NGOs, the UN, and the military met within this center and worked together. Having a neutral and media-free space for close interaction and discussion allowed civil and military actors

210 Conclusions supported by Seiple, *The U.S. Military/NGO Relationship*, pp. 40–43, and others, including Aal, Davidson, Hayes, and Landond (see sources).

211 See Joint Chiefs, *Interorganizational Coordination*, www.dtic.mil/doctrine/jel/new_pubs/jp3_08v1.pdf (accessed June 1, 2009).

212 For a general discussion of NGO and military coordination in emergencies, see Lisa Witzig Davidson, Margaret Daly Hayes, James J. Landon, *Humanitarian and Peace Operations: NGOs and the Military in the Interagency Process* (Washington, DC: NDU Press Book, 1996). Chapters 3 and 4 cover successes and failures of NGO-military interaction.

213 See Minear, Van Baarda, and Sommers, "NATO and Humanitarian Action in the Kosovo Crisis." For a thorough discussion of the difference in cultures between the NGO community and the military, see pp. 57–73.

214 See *U.S. Army After Action Report*. Copies available by contacting LTC James C Brown, at James.C.Brown@us.army.mil.

to consult without having to fight the usual issues of ownership and control. At the HOC-Kuwait, humanitarian information was collected and shared. The vast preponderance of cooperation and collaboration, interestingly, occurred informally over coffee after daily briefings. Lessons learned from this productive experience have been invaluable in easing the often times contentious civil-military relationship. Themes that recurred over the years are notable, and include simply agreeing on common definitions of important terms and avoiding use of confusing acronyms and potentially offensive phrases.[215] NGOs, for example, agreed to avoid using the term *belligerent*, and the military agreed not to call the NGOs *force multipliers*.

Pulled together, the various resources, skills, and capacities of both the NGO and military communities can create a viable and thorough humanitarian response to even extremely large emergencies. Successes in parts of the Middle East, the Balkans, East Africa, the Caribbean, and more recent natural disasters demonstrate this. When NGO and military personnel communicate closely and attempt to understand how the other works and what the other's needs are, operations can run extremely well.

Working with the military does not necessarily mean sacrificing impartiality or transparency, and often the benefits of working with the military far outweigh the costs. NGOs have found that they too must heed some major lessons to make working with militaries more effective and efficient. Despite continuing to work to alleviate suffering and remain impartial, many NGOs feel that close collaboration with the military would compromise their impartiality, security, or humanitarian image. Many NGO personnel feel as if military objectives, goals, systems, and organizational direction are puzzling or not integrated with humanitarian principles. This situation is changing, but many NGO personnel still argue that militaries have little or no role in humanitarian assistance. Although the number of people who hold these opinions seems to be diminishing, it is still an important facet for military and government representatives to keep in mind when dealing with a diverse NGO staff body.

Interdependence in Emergencies

Regardless of personality, culture or even systems clashing, NGOs and militaries are interdependent in many humanitarian emergencies. They are not the only actors, but are linked more closely together than with any other entity because of their focus on operational assistance. Scale, type, and intent may be different, but NGOs and militaries often help each other maximize utility. In a study completed in 1997, the Refugee Policy Group came up with a series of conclusions about comparative NGO-military advantages.

- NGOs can obtain and manage humanitarian supplies faster and more efficiently than the military can. With more in-depth understanding of what displaced persons need during emergencies, NGOs are best suited to procure the right types of supplies.
- NGOs are more efficient in providing medical care and supplies to displaced persons than militaries are. Militaries are often focused only on providing medical services to combatants

215 A. Mack, "The Humanitarian Operation Center, Kuwait: Operation Iraqi Freedom, 2003," *International Peacekeeping* 11, no. 4 (Winter 2004), pp. 683–96.

and military personnel. Although the military does have more in-patient capabilities, NGOs use local medical infrastructure more efficiently and do not undermine local infrastructure.
- NGOs are better at tapping local resources, feedback, and capacity. With staff members immersed in local populations, NGOs can absorb information faster than militaries can, often because militaries are isolated by force protection requirements.
- NGOs are better at managing refugee camps and providing water and sanitation services because of their close relationships with UNHCR. NGO staff members are also often trained or specialized in various aspects of camp management.[216]

Militaries, too, have various comparative advantages. Without the military in many instances, NGOs would have been unable to provide humanitarian services or less efficient in their programming.

- Militaries have a monopoly on security and the use of force. When a population is affected by conflict, external, noncombatant militaries can provide security for humanitarian operations, displaced persons, and both NGO and UN staff and infrastructure. NGOs, with strict neutrality and noncombatant policies and lack of capacity, cannot.
- Militaries can provide extensive intelligence information about population movements, security conditions, road, river and bridge conditions, and other information pertinent to conducting humanitarian operations. NGOs do not have satellites, intelligence analysts, or other capacities to collect and digest complex and intricate information.
- Militaries have by far the largest airlift capacity globally. Aside from the private sector, the combined load capacity of which is much greater than even the U.S. military, the US military is the largest single organization that can lift humanitarian supplies and materials in almost every condition and in very short notice. NGOs do use aircraft, but normally sporadically and in the worst scenarios for minimal periods.
- Militaries have distinct advantages in large-scale communications infrastructure and communications capacities. NGOs often depend on communication capacities from militaries or UN agencies (or both) because large satellite stations, bandwidth, and other regional or global communications are not available at reasonable costs for NGOs.
- Militaries can respond to maritime and/or chemical, biological, radiological, nuclear, and high yield explosives (CBRNE) emergencies. NGOs have almost no capacity.[217]

Conclusion: Who Leads the Way in Humanitarian Emergencies?

Chris Seiple's study of four military operations that placed NGOs and military units into substantial contact is still one of the more valuable texts in understanding the interaction and challenges that arise from NGO-military collaboration. NGOs and military units operating in humanitarian emergencies share many goals, and should work together to make humanitarian operations efficient. In Seiple's case studies, detail is given that explains the intricacies of how NGO-U.S. military interaction worked well and not so well. Major themes were discerned: the results are perceived differently, and this

216 For a full discussion of military and NGO comparative advantages, see Gallagher, Moussalli, and Bosco, *Civilian and Military Means*, pp. 8–11.
217 Ibid.

difference is what may stand out as the largest operational and thematic difference between the two sectors. For NGOs, relief activities are part of a continuum of humanitarian service. HAOs are part of bringing a society to independent development, health, and empowerment, and the relief phase is only the introduction to longer-term development strategies. For the military, long interventions are dangerous, costly, and inefficient, and are not appropriate to the nature and mission of a military body. Militaries, whether self-perceived as such or not, are vital elements to humanitarian operations but must create an appropriate exit strategy and realize that NGOs are often in it for the long haul. To conclude, Seiple leaves a strong statement for contemplation:

> The military can never be in charge. If it is in charge, it inevitably diminishes the humanitarian effort and, ironically, prevents its own departure. However, if the military conceives of its role from the beginning as a means to a declared political end, and acts to support civilian efforts, then civilians will remain responsible for the overall strategy and for the end-state that results. If the exigencies of military action are allowed to dominate, however, one of two things will happen: 1) the military will leave too quickly because it is afraid of getting involved in nation-building; or 2) the military will stay too long (because no one else can do it, the military will take on the task of nation-building). Ultimately, decisive socio-political results are the realm of the NGOs, other IOs and indigenous authorities. Logically, theirs is the dominant role, and the larger responsibility.[218]

The military and NGOs nevertheless should not assume mutual understanding, because cultural differences can be subtle as well as profound. Within medical ethics, distinct and characteristic lines in the sand can determine how the military or an NGO may respond on the ground. NGOs understand that the military, in accordance with the Geneva Conventions, must provide treatment to combatants but not necessarily extend that care to civilians. Furthermore, military hospitals are established to treat combat-wounded soldiers and combatants rather than for civilians to receive treatment. Kosovo, Afghanistan, and Iraq saw military hospitals flooded by civilians seeking care. At the same time, NGOs were inundated with members of local host communities (some whom possibly combatants, such as the Hutu militia in Rwanda) requesting care in refugee and IDP camps. Under such circumstances, NGOs have decided that care must be given to all. Efforts have been made not only to assist in refugee camps, but also in local communities that may be hosting millions of refugees.

NGOs and military units have a special relationship in emergency settings. Unlike almost any other actors in the field, both NGOs and militaries are almost fully operational. NGOs and the U.S. military are now also familiar with one another. In major operations, NGOs and the military have worked together and in coordination to maximize advantages, reduce confusion and parallel programs, and enhance the ability of both entities to work more efficiency. This has led to more familiar understandings between NGO and military sectors, but major technical gaps and large thematic differences still exist between NGO and military methods of operating in emergency settings. This is not surprising, but the relevance of attempting to understand these differences has never been more pertinent. In Chris Seiple's work, it is suggested that "old mindsets" of both the NGO and military communities are "rarely

218 Seiple, *The U.S. Military/NGO Relationship*, p. 14.

appropriate" in today's responses to humanitarian emergencies.[219] Both need to adopt new methods of working together:

> The NGOs, for example, must comprehend the crying need for a comprehensive and integrated response, even if this sometimes requires subjugating their charter for the good of the overall effort. On the other hand, a linear military mindset is also insufficient. With no two crises exactly the same, the only way to address any given situation is to use a conceptual checklist only as a reference point, and to be fully prepared to throw it away if it does not work. Humanitarian intervention is not a matter of "X" amount of input, for "Y" amount of days, to achieve the definable and finite "Z".[220]

When NGOs and U.S. military units have met in the field, the experiences have ranged from positive to extremely difficult or frustrating for both sides. Military attitudes often hold that NGOs are whimsical, small, and lacking of capacity to act in a cohesive or independent manner. NGOs look at the military as cumbersome, risk-averse, and restricted by its geo-political policies or force protection needs. When working within a humanitarian emergency, it often appears that the military and NGOs speak different languages and have widely varying and potentially incompatible missions, capacities, and knowledge. This is not necessarily true, and opinions are changing on both sides.

RESOURCE: *Relevant DOD Civil–Military Documents*

- Military Support for Stability, Security, Transition, and Reconstruction (SSTR) Operations, "Instruction: Stability Operations, no. 3000.05" (September 2009)
  www.dtic.mil/whs/directives/corres/pdf/300005p.pdf

- *Interagency, Intergovernmental Organization, and Nongovernmental Organization Coordination During Joint Operations*, vol. I, JP 3-08 (March 2006)
  www.js.pentagon.mil/doctrine/jel/new_pubs/jp3_08v1.pdf

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  www.dtic.mil/doctrine/jel/new_pubs/jp3_08v2.pdf

- *Foreign Humanitarian Assistance*, JP 3-29 (March 2009)
  www.dtic.mil/doctrine/jel/new_pubs/jp3_29.pdf

- *Civil-Military Operations*, JP 3-57 (July 2008)
  www.dtic.mil/doctrine/jel/new_pubs/jp3_57.pdf

219 Ibid.
220 Ibid, p. 5.

- *Civil Affairs Operations*, Field Manual No. 3-05.40 (September 2006)
  www.fas.org/irp/doddir/army/fm3-05-40.pdf

RESOURCE: *Selected Civil–Military Resources*

- Global Health NGO Database and Tools
  www.global-health.org

- Center for Disaster and Humanitarian Assistance Medicine (CDHAM)
  www.cdham.org

- Interagency Standing Committee. *Civil Military Relationship in Complex Emergencies* (June 2004)
  www.humanitarianinfo.org/IMToolbox/10_Reference/Civil_Military_Relations/2004_Civil_Military_Relationship_In_Complex_Emergencies.pdf

- Interaction. "Guidelines for Relationships Between U.S. Armed Forces and Non-Governmental Humanitarian Organizations in Hostile or Potentially Hostile Environments"
  www.interaction.org/sites/default/files/1/FACT%20SHEETS/InterAction%20US%20Mil%20CivMil%20Guidelines%20July%2007%20flat.pdf

- United Nations Office for the Coordination of Humanitarian Assistance: "Policy, Guidelines and Related Documents"
  http://ochaonline.un.org/AboutOCHA/Organigramme/EmergencyServicesBranchESB/CivilMilitaryCoordinationSection/PolicyGuidelinesRelatedDocuments/tabid/4938/language/en-US/Default.aspx

- *Guidelines on the Use of Military and Civil Defence Assets to Support United Nations Humanitarian Activities in Complex Emergencies* (March 2003)
  www.icva.ch/mcdaversion801.pdf

- *Use of Military or Armed Escorts for Humanitarian Convoys* (September 14, 2001)
  www.who.int/hac/network/interagency/GuidelinesonArmedEscorts_Sept2001.pdf

- "General guidance for interaction between United Nations personnel and military and civilian representatives of the occupying power in Iraq" (May 8, 2003)
  www.coe-dmha.org/Media/Guidance/6GeneralGuidance.pdf

- "Relationships with military forces in Afghanistan—Guidelines for UNAMA area coordinators and other UN personnel" (2002)
  http://ochaonline.un.org/OchaLinkClick.aspx?link=ocha&docid=1001039

- "Guidance on Use of Military Aircraft for UN Humanitarian Operations during the Current Conflict in Afghanistan IMTF" (November 7, 2001) http://ochaonline.un.org/OchaLinkClick.aspx?link=ocha&DocId=1001219

RESOURCE: *Selected Civil-Military References*

Aall, Pamela, Daniel Miltenberger, and Thomas G. Weiss. *Guide to IGOs, NGOs and the Military in Peace and Relief Operations* (Washington, DC: United States Institute of Peace, 2000).

"Civil Military Relations." *Comparative Democratization Project*. Stanford University, http://democracy.stanford.edu/civ_milit.html.

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Part 4.
Annexes

Academy for Educational Development

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T: 202-884-8000
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E: web@aed.org
W: www.aed.org

Regions

Africa, Asia, Caribbean, Eurasia, Europe, Latin America, Middle East, North America, Pacific

Functions/Sectors

Education, health, microfinance

Budget

Annual revenue (FY 2006): $335,035,631
Revenue source breakdown
Studies and projects: $328,642,824
Investments: $2,059,824
Restricted contributions: $4,332,983
Expenses breakdown
Program services: $328,642,824
Management and administration: $26,278,020
Program development: $7,039,294
Total expenses: $325,617,629

Summary

AED is a nonprofit organization working globally to improve education, health, civil society and economic development—the foundation of thriving societies. In collaboration with local and national partners, AED fosters sustainable results through practical, comprehensive approaches to social and economic challenges. AED implements more than 250 programs serving people in all 50 U.S. states and more than 150 countries.

Vision and Mission

AED envisions a world in which all individuals have the opportunity to reach their full potential and contribute to the well-being of their family, community, country, and world. AED's mission is to make a positive difference in people's lives by working in partnership to create and implement innovative solutions to critical social and economic problems.

Action Against Hunger (USA)

247 West 37th Street, 10th Fl., New York, NY 10018, USA
T: 212-967-7800, Toll free: 877-777-1420
F: 212-967-5480
E: info@actionagainsthunger.org
W: www.actionagainsthunger.org

Regions

Africa, Americas, Asia, Europe, Middle East

Functions/Sectors

Food distribution and nutrition, health, water and sanitation

Budget

Annual revenue (FY 2006): $26,263,060

Revenue source breakdown

Contributions: $2,445,543

Grants (U.S. government): $5,218,910

Grants (non-U.S. government): $18,525,269

Interest: $39,127

Other: $34,211

Expenses

Program services: $18,696,553

Supporting services (management and general): $2,168,593

Supporting services (fundraising): $239,660

Total expenses: $21,104,806

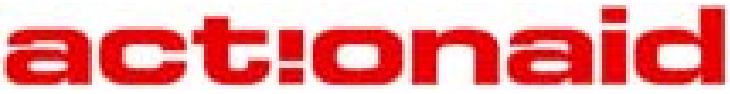
Summary

Action Against Hunger-USA is part of the ACF International Network (ACF-IN), an agency established specifically to combat global hunger. Recognized as a world leader in the fight against hunger and malnutrition, the ACF International Network has pursued its vision of a world without hunger for nearly three decades, combating hunger in emergency situations of conflict, natural disaster, and chronic food insecurity.

Mission

The mission of Action Against Hunger is to save lives by eliminating hunger through the prevention, detection, and treatment of malnutrition, especially during and after emergency situations of conflict, war and natural disaster. From crisis to sustainability, we tackle the underlying causes of malnutrition and its effects by using our expertise in nutrition, food security, water and sanitation, health and advocacy. By integrating our programs with local and national systems we further ensure that short-term interventions become long-term solutions.

ActionAid International (USA)



1420 K Street NW, Ste. 900, Washington, DC 20005, USA

T: 202-835-1240

E: info@actionaid.org

W: www.actionaidusa.org

Regions

Africa, Americas, Asia, Europe

Functions/Sectors

Education, emergency response, food distribution and nutrition, gender, health

Budget

Annual revenue (FY 2007): $4,646,079

Revenue source breakdown

Grants: $4,242,005

Contributions: $390,518

Other: $13,556

Expenses

Program expenses: $3,833,843

Fundraising: $287,441

General and administrative: $387,906

Total expenses: $4,509,190

Summary

ActionAid fights poverty by helping the world's poorest people speak to the world's most powerful. ActionAid helps people take control of their own lives. So they can tell their leaders what needs to change, and see it happen. This is the most effective way to end their poverty for good.

Mission and Vision

ActionAid's mission is to work with poor and marginalized people to eradicate poverty by overcoming the injustice and inequality that cause it. A world without poverty in which every person can exercise his or her right to a life of dignity.

ADVENTIST DEVELOPMENT AND RELIEF AGENCY INTERNATIONAL

12501 Old Columbia Pike, Silver Spring, MD 20904, USA

T: 800-424-2372

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Regions

Africa, Caribbean, Central America, East Asia, Europe, South America, South Asia, South Pacific

Functions/Sectors

Education, emergency response, food distribution and nutrition, health, microfinance

Budget

Annual revenue (FY 2006): $143,936,174

Expenses

Program services: $134,670,342

Management and general: $4,855,217

Fundraising: $1,179,711

Total expenses: $140, 705,270

Summary

The Adventist Development and Relief Agency is a global humanitarian organization of the Seventh-day Adventist Church that demonstrates God's love and compassion.

Mission and Vision

ADRA works with people in poverty and distress to create positive change and justness through empowering partnerships and responsible action. ADRA is a professional, learning and efficient

network that embodies integrity and transparency. ADRA reaches across boundaries empowering and speaking out for the at-risk and forgotten to achieve measurable, documented and durable changes in lives and society.

African Medical & Research Foundation



4 West 43rd Street, New York, NY 10036, USA
T: 212-768-2440
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W: www.amref.org

Regions

Africa

Functions/Sectors

Disaster and emergency relief, education, HIV/AIDS, information and communication, nutrition, policy research and analysis, population and family planning, refugees and displacement

Budget

Annual revenue (FY 2006): $44,074

Revenue source breakdown

Grants—restricted: $39,569
Grants—unrestricted: $1,320
Other income: $2,761
Net financing income: $424

Summary

AMREF's mission is to empower disadvantaged people of Africa to improve their lives and health by: strengthening local capabilities through training and education; delivering clinical and surgical outreach to remote rural areas where services do not exist; investigating and evaluating innovative methods of preventive and curative health-care delivery through operational research; promoting the use of identified, best practices in solving health problems; and working with government ministries of health to jointly solve long-term health problems. AMREF is committed to the principle that sustainable health development can only be effected by building and supporting indigenous capabilities. Over 95 percent of AMREF's staff is African.

African Methodist Episcopal Service and Development Agency (AME-SADA)



1134 11th Street NW, Washington, DC 20001, USA
T: 202-371-8722
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E: admin@ame-sada.org
W: www.ame-sada.org

Regions

Haiti, South Africa

Functions/Sectors

Education and nutrition, population and family planning, public policy and advocacy, rural development

Budget

Annual revenue (FY 2007): $1,899,227

Revenue source breakdown

Contributions and grants: $1,535,634

Program service revenue, including government fees and contracts: $282,857

Interest on savings and temporary cash investments: $1,224

Other revenue: $79,512

Summary

Service and Development Agency, Inc., the international humanitarian relief and development agency of the African Methodist Episcopal Church, is committed to helping people help themselves, providing essential assistance to those in need through health, education and micro-enterprise programs; because we are our brother's keeper.

AFRICARE



440 R Street NW, Washington, DC 20001, USA
T: 202-462-3614
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E: info@africare.org
W: www.africare.org

Regions

Africa

Functions/Sectors

Emergency response, environment, food distribution and nutrition, gender, health, microfinance, orphans and vulnerable children, water and sanitation

Budget

Annual revenue (FY 2006): $50,599,293

Revenue source breakdown

Foundations/Trusts: $1,351,400

Grants: $7,545,233

Special events: $819,820

CFC: $198,439

Donations: $8,980,098

Governments: $26,917,238

Investment and other: $4,787,065

Expenses

Program services: $45,949,508

Support services: $4,279,269

Total expenses: $50,228,777

Summary

Africare helps Africa. A leader among private, charitable U.S. organizations assisting Africa, Africare is also the oldest and largest African-American led organization in the field — and Africa is Africare's specialty.

Mission and Vision

Africare works to improve the quality of life in Africa. Africare works in partnership with African communities to promote health and productivity. Africare places communities at the center of development—in the belief that only through strong communities can Africa feed itself, develop and manage its natural resources, provide adequate education and vocational training, address people's needs for health care and disease prevention, achieve economic well-being and live in peace.

AGA KHAN FOUNDATION (USA)



1825 K Street NW, Ste. 901, Washington, DC 20006, USA
T: 202-293-2537
F: 202-785-1752
W: www.akdn.org/akf

Regions

Africa, Asia, Europe, Middle East, North America

Functions/Sectors

Education, food distribution and nutrition, health, shelter, water and sanitation

Budget

Annual revenue (FY 2006): $253,700,000
Revenue source breakdown
Grants and donations: $196,600,000
Investments: $52,000,000
Properties: $3,400,000
Other: $1,700,000
Expenses
Program services: $120,100,000
Administration: $20,900,000
Properties: $21,.900,000
Other: $22,100,000
Total expenses: $184,900,000

Summary

The Aga Khan Foundation (AKF) is a nondenominational, international development agency established in 1967 by His Highness the Aga Khan. Its mission is to develop and promote creative solutions to problems that impede social development, primarily in Asia and East Africa. Created as a private, nonprofit foundation under Swiss law, it has branches and independent affiliates in 15 countries. It is a modern vehicle for traditional philanthropy in the Ismaili Muslim community under the leadership of the Aga Khan.

Aid to Artisans



1030 New Britain Avenue, Ste. 102, West Hartford, CT 06110, USA
T: 860-756-5550
F: 860-756-5558
E: info@aidtoartisans.org
W: www.aidtoartisans.org

Regions

Bosnia, Bulgaria, Cambodia, Georgia, Ghana, Haiti, Honduras, India, Kazakhstan, Kyrgyzstan, Laos, Malaysia, Mali, Mexico, Mozambique, Oman, Peru, Romania, Tajikistan, Tanzania, Turkmenistan, Uzbekistan, Vietnam

Functions/Sectors

Product development, business training, market access, small grants

Budget

Annual revenue (FY 2007): $5,548,133
Revenue source breakdown
Contributions and grants: $3,340,487
Program service revenue, including government fees and contracts: $1,868,102
Dividends and interest from securities: $24,009
Other revenue: $315,535

Summary

Aid to Artisans, a nonprofit organization, offers practical assistance to artisan groups worldwide, working in partnerships to foster artistic traditions, cultural vitality, improved livelihoods and community well-being. Through collaboration in product development, business skills training and development of new markets, Aid to Artisans provides sustainable economic and social benefits for craftspeople in an environmentally sensitive and culturally respectful manner.

Air Serv International



410 Rosedale Court, Ste. 190, Warrenton, VA 20186, USA
T: 540-428-2323
F: 540-428-2326
E: asi@airserv.org
W: www.airserv.org

Regions

Africa, Asia Middle East

Functions/Sectors

Emergency response

Budget

Annual revenue (FY 2006): $29,106,984
Expenses
Program services: $24,007,407
Management and general: $4,320,580
Fundraising: $410,132

Total expenses: $28,738,119

Summary

In times of war and natural disaster, the world's most respected humanitarian relief and development agencies and organizations rely on Air Serv International. Whenever ground transportation is impossible due to destroyed, damaged or nonexistent infrastructure, Air Serv planes provide vital access for humanitarian aid organizations.

Vision

Our flights save lives and bring hope to a suffering world.

Mission

Air Serv International is a not-for-profit aviation organization that supports humanitarian programs worldwide.

Alliance for Peacebuilding



1320 19th Street NW, Ste. 410, Washington, DC 20036, USA
T: 202-822-2047
F: 202-822-2049
E: afp-info@allianceforpeacebuilding.org
W: www.allianceforpeacebuilding.org

Functions/Sectors

Collaboration for conflict prevention—Meetings and seminars among civil society and government agencies to coordinate initiatives in conflict environments. Peace gaming—A program designed to help civilian and military actors determine appropriate actions to foster peace and stability in preconflict, conflict, or transitional environments. International Peace and Prosperity Project—A pilot program designed to prevent impending conflict in Guinea-Bissau through collaborative, holistic action. Publications and collaborative communications initiatives to inform peace building organizations about best practices and to inform policy makers about effective options to end violence.

Budget

Annual revenue (FY 2007): $652,715

Revenue source breakdown

Government contributions: $648,719

Dividends and interest from securities: $1,129

Other revenue: $2,867

Summary

To build sustainable peace and security worldwide. Goals: Initiate, develop and support collaborative action among governmental, nongovernmental, and intergovernmental organizations to prevent and resolve destructive conflicts. Build understanding of and support for peace building policies and programs among leaders in government, business, media, philanthropy, religion, and other sectors of civil society. Increase the effectiveness of the peace building field by developing networks, disseminating best practices, and enhancing organizational capacities and professional skills.

Alliance to End Hunger



50 F Street NW, Ste. 500 Washington, DC 20001, USA
T: 202-639-9400
F: 202-639-9401
E: glaizer@alliancetoendhunger.org
W: www.alliancetoendhunger.org

Functions/Sectors

Agriculture, food, nutrition, food service, free food distribution programs

Budget

Annual revenue (FY 2007): $498,076

Revenue source breakdown

Direct public support: $496,076

Other revenue: $2,000

Summary

The Alliance to End Hunger engages diverse institutions in building the public and political will to end hunger, in our country and around the world. They do so by building strategic partnerships to create a world free of hunger. They build political commitment to ensure that leaders do what it takes to end hunger. They also support the International Alliance Against Hunger to build global connections to achieve the United Nations first Millennium Development Goal of cutting the number of hungry people in half by 2015.

America's Development Foundation



101 North Union Street, Ste. 200, Alexandria, VA 22314, USA
T: 703-836-2717
F: 703-836-3379
E: mmiller@adfusa.org (Michael D. Miller, president)
W: www.adfusa.org

Regions

Africa, Asia, Caribbean, Central America, Europe, Middle East

Functions/Sectors

Food distribution and nutrition

Budget

Annual revenue (FY 2007): $17,728,673

Revenue source breakdown

Government contributions: $17,573,499

Interest on savings and temporary cash investments: $58,685

Other revenue: $96,489

Summary

America's Development Foundation is dedicated to assisting the international development of democracy. Guided by the belief that a vibrant civil society is the indispensable foundation of democracy, ADF works in partnership with communities and NGOs committed to building civil

societies. ADF conducts programs that provide targeted technical assistance, training and grants to enhance the institutional development of various stakeholders and to support program activities in social, economic and civil society development. ADF has experience in supporting program activities in over thirty countries in Eastern and Central Europe, Central Asia, the Middle East, Africa, the Caribbean, and Central America.

American Friends Service Committee



American Friends Service Committee

1501 Cherry Street Philadelphia, PA 19102, USA
T: 215-241-7000
F: 215-241-7275
E: afscinfo@afsc.org
W: www.afsc.org

Regions

Angola, Bosnia, Brazil, Cambodia, Colombia, Cuba, Ecuador, Haiti, Honduras, Hungary, Iraq, Israel, Jordan, Korea, Kosovo, Laos, Lebanon, Mali, Mexico, Mozambique, North Korea, Palestine, Peru, Somalia, South Africa, Thailand, Vietnam, Zimbabwe

Functions/Sectors

Agriculture, strengthening civil society, disaster and emergency relief, education, policy research and analysis, public policy and advocacy, refugees and displacement, rural development

Budget

Annual revenue (FY 2006): $40,379,497
Revenue source breakdown
Contributions: $35,876,100
Investments: $3,515,694
Government grants: $189,092
Other: $798,612

Summary

AFSC upholds the principle of meeting human needs without regard to politics, religion or nationality. It promotes self-help and independence, and the improvement of people's physical, economic and social well-being, out of Quaker concern for reconciliation and the relief of suffering. AFSC focuses on promoting mutual understanding of people.

American Jewish Joint Distribution Committee



711 Third Avenue, New York, NY 10017, USA
T: 212-687-6200
E: info@jdc.org
W: www.jdc.org

Regions

Albania, Algeria, Argentina, Austria, Azerbaijan, Belarus, Belgium, Bolivia, Bosnia, Brazil, Bulgaria, Chile, Colombia, Croatia, Cuba, Czech Republic, Egypt, El Salvador, Estonia, Ethiopia, France, Gaza, Georgia, Greece, Guatemala, Herzegovina, Hungary, India, Israel, Italy, Kosovo, Latvia, Lithuania, Macedonia, Mexico, Montenegro, Morocco, Myanmar, Oman, Peru, Poland, Romania, Russia, Rwanda,

Serbia, Slovenia, Spain, Tajikistan, Tunisia, Turkey, Turkmenistan, Ukraine, Uruguay, Uzbekistan, Venezuela, West Bank, Yemen, Yugoslavia

Functions/Sectors

Strengthening civil society, disaster and emergency relief, education, policy research and analysis, refugees and displacement, shelter/housing, social development

Budget

Annual revenue (FY 2007): $271,751,473

Revenue source breakdown

Contributions to donor advised funds: $540,000

Direct public support: $142,621,563

Indirect public support: $98,469,806

Interest on savings and temporary cash investments: $317,220

Dividends and interest from securities: $4,963,877

Summary

AJJDC works on behalf of the American Jewish community in over 50 countries outside of North America. The mission includes the rescue, relief and reconstruction of Jewish communities worldwide. Through its International Development Program, AJJDC conducts development and disaster relief activities on a nonsectarian basis.

American Jewish World Service



1001 Connecticut Avenue NW, Ste. 1200, Washington, DC 20036, USA

T: 202-379-4300

F: 202-379-4310

W: www.ajws.org

Regions

Africa, sub-Saharan, East Asia and Pacific, Latin America and Caribbean

Functions/Sectors

Agriculture, strengthening civil society, disaster and emergency relief, economic growth and development, education, HIV/AIDS

Budget

Annual revenue (FY 2007): $30,929,024

Revenue source breakdown

Contributions: $29,948,675

Investments: $562,861

Other: $417,488

Summary

American Jewish World Service (AJWS) is an international development organization dedicated to alleviating poverty, hunger and disease among the people of the developing world regardless of race, religion or nationality. Motivated by Judaism's imperative to pursue economic and social justice, AJWS helps people in Africa, Asia and the Americas realize their basic human rights by empowering grassroots nongovernmental organizations. Through grant making, volunteer service, advocacy and

education, AJWS works to build civil society, foster sustainable development and promote human dignity for all people.

American Near East Refugee Aid



1522 K Street NW, Ste. 600 Washington, DC 20005, USA
T: 202-842-2766
E: pmallan@anera.org
W: www.anera.org

Regions

Gaza, Israel, Jordan, Lebanon, West Bank

Functions/Sectors

Agriculture, disaster and emergency relief, education, rural development, social development, urban development

Budget

Annual revenue (FY 2006): $75,819,792
Revenue source breakdown
Contributions: $45,053,122
Other: $15,595,643

Summary

American Near East Refugee Aid (ANERA) reduces poverty and relieves suffering, thereby improving the lives of people in the Middle East.

American Red Cross International Services



National Headquarters, 2025 E Street NW, Washington, DC 20006, USA
T: 800-733-2767
W: www.redcross.org

Regions

Africa, Americas, East Asia and Pacific, Europe and Central Asia, Latin American and Caribbean, Middle East and North Africa, North America, South Asia

Functions/Sectors

Disaster services, international development

Budget

Annual revenue (FY 2007): $3,183,957,741
Revenue source breakdown
Direct public support: $534,243,563
Indirect public support: $141,700,450
Government contributions (grants): $51,312,673
Program service revenue, including government fees and contracts: $2,320,598,168
Interest on savings and temporary cash investments: $1,524,365
Dividends and interest from securities: $82,876,801

Net rental income: $2,649,023
Net gain from sales of assets: $7,780,322
Special events and activities: $36,923,476
Other revenue: $4,348,900

Summary

American Red Cross focuses its relief and development efforts in six core programmatic areas: emergency preparedness and response, primary health care, food programming, organization development, tracing and Red Cross messages, and dissemination of International Humanitarian Law.

AMERICAN REFUGEE COMMITTEE

430 Oak Grove Street, Ste. 204, Minneapolis, MN 55403, USA
T: 612-872-7060, 800-875-7060
F: 612-607-6499
E: archq@archq.org
W: www.archq.org

Regions

Africa, Asia, Europe

Functions/Sectors

Agriculture, strengthening civil society, disaster and emergency relief, education, HIV/AIDS, information and communication, population and family planning, public policy and advocacy, refugees and displacement, shelter/housing

Budget

Annual revenue (FY 2006): $29,355,469
Revenue source breakdown
U.S. government grants: $17,802,803
UN grants: $5,297,669
Foreign government grants: $26,367
Private support contributions: $2,965,091
Interest: $35,311
Micro-credit interest and fees: $645,847
Other: $538,531
Net assets released from restrictions: $2,043,850
Expenses $28,740,497
International programs: $26,022,935
General and administrative: $2,164,510
Fundraising: $553,052

Summary

ARC works with its partners and constituencies to provide opportunities and expertise to refugees, displaced people and host communities. We help people survive conflict and crisis and rebuild lives of dignity, health, security and self-sufficiency. ARC is committed to the delivery of programs that ensure measurable quality and lasting impact for the people we serve.

AMERICARES



AmeriCares, 88 Hamilton Avenue, Stamford, CT 06902, USA
T: 800-486-4357
W: www.americares.org

Regions

Africa, Asia and Pacific, Europe and Central Asia, Latin America and Caribbean, Middle East, North America

Functions/Sectors

Disaster response, humanitarian policy and practice, strategic impact

Budget

Annual revenue (FY 2006): $892,993,784
Revenue source breakdown
Public support
Cash contributions: $48,508,608
Securities contributions: $796,905
Donated medical and disaster supplies: $839,059,248
Contributed services and facilities: $2,358,204
Interest and dividend income: $2,867,348
Net gain on sale of securities: $321,467
Unrealized loss on securities: $1,293,882
Other: $305,439
Change in value of split interest agreements: $70,447
Expenses $1,006,460,693
Program related expenses: $18,956,716
Grants and awards: $979,046,503
Management and general: $3,194,309
Fundraising: $5,263,165

Summary

AmeriCares is a nonprofit disaster relief and humanitarian aid organization, which provides immediate response to emergency medical needs—and supports long-term humanitarian assistance programs-— for people around the world, irrespective of race, creed or political persuasion.

AMIGOS DE LAS AMÉRICAS



5618 Star Lane Houston, TX 77057, USA
T: 713-782-5290, 800-231-7796
F: 713-782-9267
E: info@amigoslink.org
W: www.amigoslink.org

Regions

Latin America and Caribbean

Functions/Sectors

Education, rural development, shelter/housing, social development

Budget

Annual revenue (FY 2006): $3,048,800

Revenue source breakdown

Volunteer contributions: $2,359,273

Other contributions: $394,601

Special events: $203,435

Interest and other income: $58,852

Net unrealized gains on investments: $28,615

Net realized gains on investments: $4,024

Expenses $2,922,966

Operating programs: $2,383,585

General and administrative: $118,595

Fundraising: $420,787

Summary

Amigos de las Américas builds partnerships to empower young leaders, advance community development and strengthen multicultural understanding in the Americas

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AMNESTY INTERNATIONAL



5 Penn Plaza, New York, NY 10001, USA

T: 212-807-8400

F: 212-627-1451

E: aimember@aiusa.org

W: www.amnestyusa.org

Regions

North America, Latin America and Caribbean, Europe, Africa, Middle East, Asia and Pacific

Functions/Sectors

Other, human rights

Budget

Annual revenue (FY 2006): $44,556,686

Revenue source breakdown

Contributions: $43,198,034 (97 percent)

Other: $1,358,652 (3 percent)

Summary

We are people from across the world standing up for humanity and human rights. Our purpose is to protect people wherever justice, freedom, truth and dignity are denied. We investigate and expose abuses, educate and mobilize the public, and help transform societies to create a safer, more just world. We received the Nobel Peace Prize for our life-saving work. With more than 2.2 million supporters, activists and volunteers in over 150 countries, and complete independence from government, corporate or national interests, we work to protect human rights worldwide. Our vision is of a world in which every person—regardless of race, religion, gender, or ethnicity—enjoys all of the human rights enshrined in the Universal Declaration of Human Rights and other international human rights standards.

Ananda Marga Universal Relief Team

2502 Lindley Terrace Rockville MD 20850, USA
T: 301-738-7122
F: 301-738-7123
E: info@amurt.net
W: www.amurt.net

Regions

Africa, Asia, Europe, Latin American and Caribbean, Middle East

Functions/Sectors

Agriculture, disaster and emergency relief, education, gender equality, rural development, social development

Budget

Annual revenue (FY 2007): $2,126,936
Revenue source breakdown
Direct public support: $2,007,641
Indirect public support: $6,878
Interest on savings and temporary cash investments: $7,314
Sales of inventory: $35,103

Summary

AMURT aims to help improve the quality of life for poor and under-privileged people of the world and to assist the victims of natural and man-made disasters. AMURT offers assistance which encourages and enables people to develop themselves, harnessing their own resources for securing the basic necessities of life and gaining greater socio-economic independence.

Its community development projects provide funds and technical assistance for irrigation, food cooperatives, reforestation, medical care and road construction. Food and agricultural projects assist experimental farms and nurseries, and work to focus attention on increased agriculture opportunities to counterbalance growing urban migration and depleting food source production.

Baptist World Alliance

405 North Washington Street Falls Church, VA 22046, USA
T: 703-790-8980
F: 703-893-5160
E: bwa@bwanet.org
W: www.bwanet.org

Regions

Angola, Argentina, Armenia, Australia, Austria, Azerbaijan, Bahamas, Bangladesh, Barbados, Belarus, Belgium, Belize, Benin, Bermuda, Bolivia, Botswana, Brazil, Bulgaria, Burkina Faso, Burundi, Cambodia, Cameroon, Canada, Central African Republic, Chile, Colombia, Congo, Costa Rica, Cote d'Ivoire, Croatia, Cuba, Czech Republic, Democratic Republic of Congo, Denmark, Dominican Republic, Ecuador, Egypt,

El Salvador, Estonia, Ethiopia, Fiji, Finland, France, Georgia, Germany, Ghana, Guatemala, Guinea, Guyana, Haiti, Honduras, Hong Kong, Hungary, India, Indonesia, Israel, Italy, Jamaica, Japan, Jordan, Kazakhstan, Kenya, Korea, Kyrgyzstan, Latvia, Lebanon, Liberia, Lithuania, Madagascar, Malawi, Malaysia, Mexico, Moldova, Mozambique, Myanmar, Namibia, Nepal, Netherlands, New Zealand, Nicaragua, Niger, Nigeria, Norway, Oman, Panama, Papua New Guinea, Paraguay, Peru, Philippines, Poland, Portugal, Romania, Russia, Rwanda, Serbia, Sierra Leone, Singapore, Slovenia, South Africa, Spain, Sri Lanka, Sweden, Switzerland, Syria, Taiwan, Tanzania, Thailand, Togo, Uganda, Ukraine, United Kingdom, Uruguay, Uzbekistan, Venezuela, Zambia, Zimbabwe

Functions/Sectors

Agriculture, disaster and emergency relief, education, HIV/AIDS, information and communication, nutrition, rural development, shelter/housing, social development

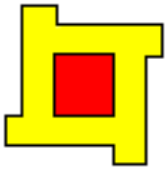
Budget

Annual Revenue (FY 2007): $4,230,257

Summary

Baptist World Aid (BWAid) works through Baptist communities around the world, mitigating suffering and providing long-range help for persons in need regardless of religion, nationality, tribe or class. BWAid also helps poor people avoid situations of famine and malnourishment and improve their capacity for self-help and wage earning.

BRAC USA



11 East 44th Street, Ste. 1600, New York, NY 10017, USA
T: 212-808-5615
F: 212-808-0203
W: www.brac.net

Regions

Africa—Southern Sudan, Tanzania, Uganda, Liberia, Sierra Leonne; Asia—Bangladesh, Afghanistan, Pakistan, Sri Lanka

Functions/Sectors

Health, education, microfinance, human rights, social development

Budget

Annual revenue (FY 2007): $6,009,945

Revenue source breakdown

Public contributions: $6,007,149

Investments: $2,796

Summary

BRAC USA seeks to improve the well being of the poorest in Africa and Asia, particularly its women and children. To do so, BRAC USA will support BRAC in its work to build scalable, sustainable institutions that, over time, are indigenously led to create wealth for the poor, promote health and social development and advance education and entrepreneurship. BRAC's vision of success is to increase

its visibility in the United States, harness the power of its friends, and ensure that it mobilizes at least US$250 million in support of new BRAC organizations in Africa and Asia to unleash the potential of millions of poor households to create better futures for themselves and communities.

Bread for the World



50 F Street NW, Ste. 500, Washington, DC 20001, USA
T: 202-639-9400, 800-82-BREAD
F: 202-639-9401
E: bread@bread.org
W: www.bread.org

Regions

Worldwide

Functions/Sectors

Agriculture, HIV/AIDS, public policy and advocacy, rural development

Budget

Annual revenue (FY 2007): $5,256,750
Revenue source breakdown
Contributions and membership: $4,117,640
Church and denominational support: $920,515
Other income: $81,146
Investment income: $137,449

Summary

Bread for the World is a collective Christian voice urging our nation's decision makers to end hunger at home and abroad.

Bread for the World Institute

50 F Street NW, Ste. 500, Washington, DC 20001, USA
T: 202-639-9400, 800-82-BREAD
F: 202-639-9401
E: institute@bread.org
W: www.bread.org/BFW-Institute

Regions

Worldwide

Functions/Sectors

Agriculture, strengthening civil society, policy research and analysis, rural development

Budget

Annual revenue (FY 2007): $4,130,946
Revenue source breakdown
Contributions: $3,079,868
Foundation grants: $613,799
Conferences and special events: $257,676
Other income (loss): $41,186

Investment income: $138,417

Summary

Bread for the World Institute provides policy analysis on hunger and strategies to end it. The Institute educates its advocacy network, opinion leaders, policy makers and the public about hunger in the United States and abroad. We believe that a well educated and motivated U.S. constituency who care for hungry people will ultimately change the politics of hunger. Bread for the World Institute helps U.S. citizens tell the story of hungry people in their communities and see the connections we all have to hungry people around the world. We know that empowering people with information and a clear sense of the policy choices facing U.S. decision-makers will result in real progress toward ending hunger. Bread for the World Institute (BFWI) is the research and educational partner of Bread for the World. BFWI generates studies on hunger issues and vital educational resources. Look through our resources, become informed, and learn how to be a force that will improve the lives of hungry people.

BROTHER'S BROTHER FOUNDATION



1200 Galveston Avenue, Pittsburgh PA 15233, USA
T: 412-321-3160
F: 412-321-3325
E: mail@brothersbrother.org
W: www.brothersbrother.org

Regions

Armenia, Belize, Brazil, Cuba, Dominican Republic, El Salvador, Ethiopia, Ghana, Grenada, Guatemala, Guinea, Guyana, Haiti, Iraq, Jamaica, Mali, Moldova, Mozambique, Nicaragua, Niger, Nigeria, Papua New Guinea, Philippines, Poland, Serbia, Sierra Leone, Somalia, South Africa, Street Lucia, Uganda, Ukraine, Uzbekistan, Venezuela, Vietnam

Functions/Sectors

Agriculture, disaster and emergency relief, education

Budget

Annual revenue (FY 2007): $331,025,239

Revenue source breakdown

Direct public support: $329,701,348
Indirect public support: $125,433
Government contributions: $342,929
Program service revenue, including government fees and contracts: $608,207
Interest on savings and temporary cash investments: $48,244
Dividends and interest from securities: $190,127
Other income: $8,951

Summary

Our mission is to promote international health and education through efficient and effective distribution of donated pharmaceuticals, medical supplies, textbooks, educational supplies, food, clothing, seed and other resources. The BBF motto, "connecting people's resources with people's needs" is accomplished through gift-in-kind contributions that are distributed upon request and

identification of need within less developed and developing countries in partnership with US-based and in-country NGOs. BBF assists people without regard to race, creed, religion, or politics.

B'nai B'rith International



2020 K Street NW, 7th Fl., Washington, DC 20006, USA
T: 202-857-6600, 888-388-4224
E: cca@bnaibrith.org
W: www.bnaibrith.org

Regions

Argentina, Australia, Austria, Azerbaijan, Belgium, Bolivia, Brazil, Bulgaria, Canada, Chile, Colombia, Costa Rica, Croatia, Cuba, Czech Republic, Denmark, Ecuador, Estonia, France, Germany, Greece, Guatemala, Hungary, India, Ireland, Israel, Italy, Jamaica, Japan, Latvia, Lithuania, Luxembourg, Mexico, Moldova, Netherlands, Netherlands Antilles, New Zealand, Norway, Oman, Panama, Paraguay, Peru, Portugal, Romania, Russia, Singapore, Slovakia, South Africa, Spain, Sweden, Switzerland, Ukraine, United Kingdom, Uruguay, Venezuela

Functions/Sectors

Strengthening civil society, disaster and emergency relief, education, information and communication, membership services, nutrition, policy research and analysis, public policy and advocacy, shelter/housing, social development, urban development

Budget

Annual revenue (FY 2007): $25,526
Revenue source breakdown
Contributions and other support: $16,829
Member dues: $1,873
Camp revenues: $3,614
Other program revenues: $1,210
Investment income: $2,000

Summary

B'nai B'rith is an international Jewish organization committed to the security and continuity of the Jewish people and the State of Israel, defending human rights, combating anti-Semitism, bigotry and ignorance, and providing service to the community on the broadest principles of humanity. Its mission is to unite persons of the Jewish faith and to enhance Jewish identity through strengthening Jewish family life and the education and training of youth, broad-based services for the benefit of senior citizens, and advocacy and action on behalf of Jews throughout the world.

Campaign for Innocent Victims in Conflict (CIVIC)



1700 Connecticut Ave NW, 3rd Fl., Washington, DC 20009, USA
T: 202-558-6958
F: 623-321-7076
E: info@civicworldwide.org
W: www.civicworldwide.org

Budget

Annual revenue (FY 2008): $336,951

Revenue source breakdown

Interest income: $2,535

Grants: $231,000

Contributions: $103,415

Summary

Campaign for Innocent Victims in Conflict (CIVIC) advocates on behalf of victims of armed conflict, working to ensure they receive recognition and assistance from warring parties. CIVIC persuaded the US Congress to establish programs for war victims in Afghanistan and Iraq, guides victims to assistance, brings the human cost of war to the attention of policymakers and the public, and is advocating a new global standard of conduct that warring parties should help where they have hurt. In 2005, CIVIC's founder Marla Ruzicka was killed in Iraq by a suicide bomber while advocating for families injured and killed in the crossfire. CIVIC honors her legacy and strives to sustain her vision.

CARE



151 Ellis Street NE, Atlanta, GA 30303, USA

T: 404-681-2552

E: info@care.org

W: www.care.org

Regions

Worldwide

Functions/Sectors

Agriculture, strengthening of civil society, disaster and emergency relief, education, HIV/AIDS, information and communication, nutrition, policy research and analysis, population and family planning, public policy and advocacy, rural development, shelter/housing, urban development

Budget

Annual revenue (FY 2006): $655,481,000

Revenue source breakdown

Public support: $63,299,000

Temporarily restricted: $39,237,000

Addition to endowment : $2,204,000

Care international: $137,603,000

Interest and dividends on restricted net assets: $8,002,000

Net assets released from restrictions: $37,345,000

Satisfaction of program restrictions: $37,345,000

U.S. government: $298,028,000

Host governments: 26,470,000

Others: $71,783,000

Interest and dividends on unrestricted net assets: $4,412,000

Rent and miscellaneous: $4,443,000
Expenses $645,623,000
Personnel costs: $166,336,000
Professional services: $25,045,000
Equipment: $12,236,000
Materials and services: $140,972,000
Travel and transportation: $51,468,000
Occupancy: $17,545,000
Financing/depn/misc: $28,219,000
Grants/subgrants: $118,645,000
Agcommodities/ciks: $85,157,000

Summary

CARE International's mission is to serve individuals and families in the poorest communities in the world. Drawing strength from our global diversity, resources and experiences, we promote innovative solutions and are advocates for global responsibility. We facilitate lasting change by: strengthening capacity for self help; providing economic opportunity; delivering relief in emergencies; influencing policy decisions at all levels; and addressing discrimination in all its forms. Guided by the aspirations of local communities, we pursue our mission with both excellence and compassion because the people whom we serve deserve nothing less.

Catholic Medical Mission Board

10 West 17th Street, New York, NY 10011-5765
T: 212-242-7757, 800-678-5659
F: 212-807-9161
E: info@cmmb.org
W: www.cmmb.org

Regions

Africa, Asia, Eastern Europe, Latin America and Caribbean, Middle East

Functions/Sectors

Disaster and emergency relief, education, HIV/AIDS, nutrition

Budget

Annual revenue (FY 2006): $161,402,078
Revenue source breakdown
Donated goods and services: $148,154,045
Cash contributions: $12,762,808
Income from dividends, interest and
Sales of investments : $485,225
Allocations
Global aid: $143,280,642
Fundraising and administration: $6,358,138
Total allocations: $149,638,780

Summary

Founded in 1928 and rooted in the healing ministry of Jesus, Catholic Medical Mission Board works collaboratively to provide quality health-care programs and services, without discrimination, to people in need around the world.

CATHOLIC RELIEF SERVICES



228 W. Lexington Street, Baltimore, MD 21201-3413, USA
T: 888-277-7575
E: info@crs.org
W: www.crs.org

Regions

Africa, Asia, Europe, Latin American and Caribbean, Middle East and North Africa, United States

Functions/Sectors

Agriculture, disaster and emergency relief, education, HIV/AIDS, nutrition, public policy and advocacy, refugees and displacement, rural development, shelter/housing, social development, strengthening civil society

Budget

Annual revenue (FY 2006): $558,416,000
Revenue source breakdown
Operating Revenue
Private donor, foundation and corporate contributions: $171,466,000
Donated agricultural, other commodities and ocean freight: $148,946,000
Cash grants from USG: $204,022,000
All Other Support: $33,982,000
Operating expenses
Agriculture: $94,023,000
Education: $45,413,000
Emergency: $205,010,000
Small enterprise: $12,437,000
Health: $45,234,000
HIV/AIDS: $113,685,000
Peace and justice: $22,265,000
Welfare: $23,290,000
Program services: $561,357,000
Management and general: $12,548,000
Public awareness: $5,752,000
Fundraising: $17,380,000
Totals: $597,037,000

Summary

Catholic Relief Services (CRS) carries out relief and development programs in more than 100 countries and territories around the world. Founded in 1943, CRS is the official international relief and development organization of the United States Conference of Catholic Bishops (USCCB). CRS provides

assistance on the basis of need, regardless of nationality, race or religion. CRS responds to victims of natural and human-made disasters; provides assistance to the poor to alleviate their immediate needs; supports self-help programs that involve communities in their own development; helps people restore and preserve their dignity and realize their potential; and helps educate Americans to fulfill their moral responsibilities to alleviate human suffering, remove its causes and promote social justice.

Center for International Health and Cooperation



850 Fifth Avenue, New York, NY 10065, USA
T: 212-636-6294
F: 212-636-7060
W: www.cihc.org

Regions

Worldwide

Functions/Sectors

Education, human rights, information and communication, public policy and advocacy

Summary

The Center for International Health and Cooperation (CIHC) was founded in 1992 to promote healing and peace in countries shattered by war, ethnic violence or natural disasters. The CIHC, in all its activities, emphasizes that health and humanitarian endeavors can provide common ground for initiating dialogue, understanding and cooperation among people and nations. The CIHC promotes the concept that health, human rights and humanitarian issues should be central, not peripheral concerns in foreign policy debates. The CIHC tries to identify fundamental needs, and use its talents, contacts, and resources to define practical solutions. With offices in New York, Geneva, London and Dublin, and now affiliated, through its Institute of International Humanitarian Affairs (IIHA), with Fordham University, it has concentrated on four areas of expertise: Education, Publications, Symposia and Field Operations.

Center for Health and Gender Equity



1317 F Street NW, Ste. 400, Washington, DC 20004 USA
T: 202-393-5930
F: 202-393-5937
E: change@genderhealth.org
W: www.genderhealth.org

Regions

Worldwide

Functions/Sectors

Family planning, HIV/AIDS, gender-based violence, health sector reform

Budget

Annual revenue (FY 2007): $1,378,263
Revenue source breakdown
Direct public support: $1,365,172
Interest on savings and temporary cash investments: $13,091

Summary

CHANGE is a U.S.-based NGO focused on the effects of U.S. international policies on the health and rights of women, girls, and other vulnerable populations in Africa, Asia, and Latin America. We believe that every individual has the right to basic information, technologies, and services needed to enjoy a health and safe sexual and reproductive life free from coercion and preventable illness. Our overarching goal therefore is to ensure that US international policies and programs promote sexual and reproductive rights through effective, evidence-based approaches to prevention and treatment of critical reproductive and sexual health concerns, and through increased funding for critical programs.

Centre for Development and Population Activities

1133 21st Street NW, Ste. 800, Washington, DC 20036 USA
T: 202-667-1142
F: 202-332-4496
W: www.cedpa.org

Regions

Africa, Asia, Middle East, North America

Functions/Sectors

Education, HIV/AIDS, information and communication, nutrition, population and family planning, public policy and advocacy, strengthening civil society

Budget

Annual revenue (FY 2006): $17,416,821
Revenue source breakdown
Foundations, multilateral and other: $4,270,300
U.S. government grants and contracts: $12,558,785
Contributions: $125,476
Investment income: $461,153
Other revenue: $1,107
Expenses $17,232,607
Program services: $12,966,106
Management and general: $3,982,149
Fundraising: $284,352

Summary

The Centre for Development and Population Activities (CEDPA) is a women-focused nonprofit international development organization founded in 1975. CEDPA's mission is to empower women at all levels of society to be full partners in development. Toward this end, CEDPA's strategies include building the capacities of development institutions and networks; mobilizing women's advocacy and participation at the policy level; linking reproductive health services and women's empowerment; and making youth an integral part of the development agenda. All CEDPA activities are designed to advance gender equity. HIV/AIDS awareness and prevention activities are integrated into all programs

CHF International



8601 Georgia Avenue, Ste. 800, Silver Spring, MD 20910, USA
T: 301-587-4700
F: 301-587-7315
W: www.chfinternational.org

Regions

Ethiopia, Ghana, Kenya, Liberia, Rwanda, Sudan, Afghanistan, India, Indonesia, Mongolia, Philippines, Armenia, Azerbaijan, Bosnia, Georgia, Montenegro, Romania, Serbia, Colombia, Haiti, Honduras, Mexico, Peru, Iraq, Jordan, Lebanon, West Bank and Gaza, Yemen.

Functions/Sectors

Economic development, emergency response and transition, health, governance, urban development, infrastructure and housing

Budget

Annual revenue (FY 2008): $416,137,529
Revenue source breakdown
Grants: $346,039,570
Contracts: $4,296,915
In-kind contributions: $16,323,291
Interest and investment income: $10,048,801
Contributed services and goods: $39,202,495

Summary

CHF International's mission is to be a catalyst for long-lasting positive change in low- and moderate-income communities around the world, helping them to improve their social, economic and environmental conditions.

Christian Blind Mission USA



PO Box 19000, 450 East Park Avenue, Greenville, SC 29601, USA
T: 864-239-0065
F: 864-239-0069
E: info@cbmus.org
W: www.cbmus.org

Regions

Afghanistan, Angola, Argentina, Bangladesh, Belarus, Belize, Benin, Bhutan, Bolivia, Bosnia and Herzegovina, Brazil, Bulgaria, Burkina Faso, Burundi, Cambodia, Cameroon, Central African Republic, Chad, Chile, China, Colombia, Congo, Costa Rica, Cote d'Ivoire, Croatia, Cuba, Czech Republic, Democratic Republic of Congo, Djibouti, Dominican Republic, East Timor, Ecuador, Egypt, El Salvador, Eritrea, Ethiopia, Fiji, Gabon, Germany, Ghana, Guatemala, Guinea, Guinea Bissau, Haiti, Honduras, India, Indonesia, Iran, Israel, Jamaica, Jordan, Kenya, Laos, Latvia, Lebanon, Lesotho, Liberia, Lithuania, Madagascar, Malawi, Malaysia, Mali, Mauritius, Mexico, Micronesia, Mongolia, Morocco, Mozambique, Myanmar, Namibia, Nepal, Nicaragua, Niger, Nigeria, Pakistan, Palestine, Papua New Guinea, Paraguay, Peru, Philippines, Poland, Russia, Rwanda, Sierra Leone, Slovakia,

Somalia, South Africa, Sri Lanka, Sudan, Swaziland, Syria, Tajikistan, Tanzania, Thailand, Togo, Tonga, Trinidad & Tobago, Turkmenistan, Uganda, Uruguay, Uzbekistan, Vanuatu, Venezuela, Vietnam, Zambia, Zimbabwe

Functions/Sectors

Capacity strengthening, health, human rights, microfinance/microenterprise, public policy and advocacy, trade

Budget

Annual revenue (FY 2007): $54,798,677

Revenue source breakdown

Cash contributions: $1,610,462

Investment income: $99,369

Gift-in-kind contributions: $51,786,420

Misc. Revenues: $1,302,426

Summary

CBM (Christian Blind Mission) is the oldest and largest ministry with the primary purpose of improving the quality of life for the blind and disabled living in the world's most disadvantaged societies. They provide preventative, medical, rehabilitative and educational services to millions of people each year. CBM supports more than 1,000 projects in 113 countries, and their aid is available to all people regardless of religion, nationality, race, or gender. CBM's goal is to find, rescue, and rehabilitate these forgotten people—giving children hope, taking whole families and communities out of grinding poverty, and building bridges between them and their communities.

CHILDFUND INTERNATIONAL



2821 Emerywood Parkway, Richmond VA 23294, USA

T: 800-776-6767

E: questions@childfund.org

W: www.childfund.org

Regions

Africa sub-Saharan, East Asia and Pacific, Europe and Central Asia, Latin America and Caribbean, Middle East and North Africa, North America, South Asia, Afghanistan, Angola, Belarus, Bolivia, Brazil, Chad, Dominica, East Timor, Ecuador, Ethiopia, Gambia, Guatemala, Guinea, Honduras, India, Indonesia, Kenya, Liberia, Mexico, Mozambique, Philippines, Senegal, Sierra Leone, Sri Lanka, Street Vincent, Thailand, Togo, Uganda, United States of America, Vietnam, Zambia

Functions/Sectors

Strengthening civil society, cultural preservation, disaster and emergency relief, education, gender & diversity, HIV/AIDS, human rights, information and communication, nutrition, refugees and displacement, shelter/housing, social development

Budget

Annual revenue (FY 2008): $229,809,289

Revenue source breakdown

Sponsorships: $172,319,808

Contributions: $28,218,505

Grants: $27,021,698
Other revenue: $2,249,278

Summary

Too many of the world's children suffer the debilitating effects of poverty and violence. Children have the right to experience life with as much joy and hope as humanly possible. Christian Children's Fund creates an environment of hope and respect for deprived, excluded and vulnerable children of all cultures and beliefs in which they have opportunities to achieve their full potential, and provides practical tools for positive change - to children, families and communities.

Christian Reformed World Relief Committee

2850 Kalamazoo Ave SE, Grand Rapids, MI 49560, USA
T: 800-55-CRWRC (27972), 616-241-1691
E: aryskamp@crwrc.org, Andrew Ryskamp (Director)
W: www.crwrc.org

Regions

Africa sub-Saharan, Europe and Central Asia, Latin America and Caribbean, Middle East and North Africa, North America, South Asia

Functions/Sectors

Agriculture, strengthening civil society, disaster and emergency relief, education, environment, energy and natural, gender and diversity, HIV/AIDS, human rights, information and communication, nutrition, poverty, public policy and advocacy, rural development, urban development

Budget

Annual Revenue (FY 2008): $37,980,440 (combined U.S. and Canada)
Revenue source breakdown
Churches and individuals: $20,477,216
Government grants: $2,489,765
Other grants: $14,231,164
Investments & other income: $782,295

Summary

CRWRC envisions a world where people experience and extend Christ's compassion and live together in hope as God's community. CRWRC's mission flows from this vision. CRWRC's mission is to engage God's people in redeeming resources and developing gifts in collaborative activities of love, mercy, justice, and compassion.

Church World Service

Main Offices
28606 Phillips Street, P.O. Box 968 Elkhart, IN 46515, USA
T: 574-264-3102; 800-297-1516
F: 574-262-0966
E: info@churchworldservice.org
W: www.churchworldservice.org

Regions

Africa, Asia and Pacific, Eastern Europe, Latin American and Caribbean, Middle East, North America

Functions/Sectors

Agriculture, disaster and emergency relief, education, HIV/AIDS, information and communication, nutrition, policy research and analysis, public policy and advocacy, refugees and displacement, rural development, shelter/housing, social development, strengthening civil society

Budget

Annual revenue (FY 2007): $71,743,894

Revenue source breakdown

Community/public appeals: $29,853,353
Us government support: $25,458,107
Member communions: $10,174,369
Donated materials: $3,779,123
Investments and other income: $2,478,942

Expenses

Refugee resettlement and assistance: $26,631,305
Disaster relief and recovery: $13,772,488
Social and economic development: $9,049,468
Fund raising and information: $9,019,135
U.S. hunger and development: $5,442,397
Administration: $3,266,774
Education and advocacy: $2,627,960
Mission relationships and witness: $1,207,286

Summary

Church World Service works with partners to eradicate hunger and poverty and promote peace and justice among the world's most vulnerable people. Founded in 1946, CWS works with partners to meet disaster relief and recovery needs, facilitate sustainable social and economic development, provide assistance and resettlement services to refugees, and help address the root causes of poverty. CWS is the humanitarian agency of 35 Protestant, Orthodox, and Anglican denominations that serves to provide nonsectarian relief and development programs for people in need.

Citizens Network for Foreign Affairs



1828 L Street NW, Ste. 710, Washington, DC 20036, USA
T: 202-296-3920
F: 202-296-3948
E: info@cnfa.org
W: www.cnfa.org

Regions

Belarus, Moldova, Mozambique, Russia, Ukraine, Zimbabwe

Functions/Sectors

Agriculture

Budget

Annual revenue (FY 2006): $10,957,125

Revenue source breakdown

Federal grant income: $9,229,306

Non-federal grant income: $683,719

Interest income: $34,692

Other income: $85,917

In-kind contributions: $923,491

Subcontractor matching contributions: $964,513

Summary

The Citizens Network for Foreign Affairs is a nonprofit group dedicated to stimulating international growth and development. CNFA works with US companies, entrepreneurs, farm groups, business alliances and other organizations to create lasting and effective opportunities in international markets.

COMMUNICATIONS CONSORTIUM MEDIA CENTER

401 Ninth St NW, Ste. 450,
Washington DC 20004-2142, USA
T: 202-326-8700
F: 202-682-2154
E: info@ccmc.org
W: www.ccmc.org

Budget

Annual revenue (FY 2007): $3,572,525

Direct public support: $3,501,663

Interest on savings and temporary cash investments: $44,818

Other revenue: $26,044

Summary

Our overarching mission is to develop communications strategies for policy change on a cluster of misses related to equality, fairness, global population and development, children, families, work and healthy communities.

CONCERN AMERICA

P.O. Box 1790 Santa Ana, CA 92702, USA
T: 714-953-8575
F: 714-953-1242
E: concamerinc@earthlink.net
W: www.concernamerica.org

Regions

Africa, North and South America

Functions/Sectors

Agriculture, education, HIV/AIDS, nutrition, refugees and displacement, rural development, strengthening civil society

Budget

Annual revenue (FY 2005): $1,088,979

Revenue source breakdown

Direct public support: $100,868

Indirect public support: $2,556

Interest on savings and temporary cash investments: $1,628

Dividends and interest from securities: $501

Sales of inventory: $72,006

Other revenue: $3,600

Summary

Concern America is a small nonprofit, nonsectarian, nongovernmental development and refugee aid organization that partners with materially poor communities living in impoverished regions of "developing" countries or in refuge outside of their homeland. The organization's main objective is to provide training and technical assistance. Concern America trains local populations in health, education, agriculture, and/or appropriate technology.

CONCERN WORLDWIDE US INC.

104 East 40th Street, Ste. 903, New York, NY 10016, USA

T: 212-557-8000

F: 212-557-8004

W: www.concernusa.org

Regions

Africa, East Asia and Pacific, Europe and Central Asia, Latin America and Caribbean, Middle East and North Africa, South Asia

Functions/Sectors

Agriculture, development education, disaster and emergency relief, education, HIV/AIDS, nutrition, rural development, shelter/housing, strengthening civil society

Budget

Annual revenue (FY 2006): $11,343,517

Revenue source breakdown

Contributions & nongovernment grants: $2,791,131

Support from concern worldwide: $1,266,097

Government grants: $6,089,499

Special events—net: $1,181,608

Investment income: $15,182

Expenses $10,285,140

Program activities: $9,372,650

General and administrative: $457,593

Fundraising: $454,897

Summary

CONCERN Worldwide is a nondenominational, humanitarian organization dedicated to the relief, assistance and advancement of people in need in less developed areas of the world while concentrating on the poorest people in its 30 countries of operation throughout Africa, Asia and Latin America. Established in 1968 in response to the Biafra Famine, CONCERN believes in a world where no one lives in poverty, fear or oppression; where all have access to a decent standard of living and the opportunities and choices essential to a long, healthy and creative life; where everyone is treated with dignity and respect.

Congressional Hunger Center

Hall of the States Building, 400 North Capitol Street NW, Ste. G100, Washington, DC 20001, USA

T: 202-547-7022

F: 202-547-7575

W: www.hungercenter.org

Regions

Bangladesh, El Salvador, Ethiopia, Kenya, Peru, Uganda

Functions/Sectors

Agriculture, strengthening civil society, disaster and emergency relief, education, policy research and analysis, rural development

Budget

Annual revenue (FY 2007): $3,166,203

Revenue source breakdown

Direct public support: $545,644

Government contributions (grants): $2,524,243

Interest on savings and temporary cash investments: $96,316

Summary

The Congressional Hunger Center (CHC) is a bi-partisan, nonprofit organization founded by Congressman Tony Hall and former Congressman Bill Emerson in 1993. Its mission is to lead, speak, and act on behalf of the hungry, the poor, and the victims of humanitarian crisis, both domestic and international. The Center accomplishes this mission through leadership development programs to establish a new generation of citizens committed to ending hunger in their communities, their nations, and across the globe. CHC works in partnership with other grassroots organizations to inform policy makers in Washington, DC, about hunger and humanitarian need in America and overseas.

Counterpart International, Inc

2345 Crystal Drive, Ste. 301, Arlington, VA 22202, USA

T: 703-236-1200

F: 703-412-5035

E: communications@counterpart.org

W: www.counterpart.org

Regions

Armenia, Australia, Azerbaijan, Belarus, Belgium, Bosnia, Brazil, Canada, Fiji, France, Georgia, Germany, Guinea, Herzegovina, Kazakhstan, Kiribati, Kyrgyzstan, Moldova, New Zealand, Papua New Guinea, Philippines, Russia, Samoa, Senegal, Solomon Islands, Tonga, Turkmenistan, Ukraine, Uzbekistan, Vanuatu, Vietnam, Zimbabwe

Functions/Sectors

Agriculture, strengthening civil society, disaster and emergency relief, education, HIV/AIDS, information and communication, nutrition, population and family planning, public policy and advocacy, refugees and displacement, rural development, shelter/housing, social development, urban development

Budget

Annual revenue (FY 2008): $109,408,937

Revenue source breakdown

U.S. government grants: $23,936,521

Nonfederal grants 1,445,366

Contributions 230,238 451,036

Contributed services and materials 83,030,830

Investment income (32,149)

Miscellaneous income 798,131

Summary

Building a just world through service and partnership.

- To continue building on our thirty-six years of experience as a leading multidimensional organization delivering integrated development programs to individuals, their communities and their nations.
- Counterpart helps local communities of societies in transition build their own institutions to manage their own resources for their own social, environmental, economic, health and educational advancement. In so doing, Counterpart brings local solutions to global problems.
- Counterpart is flexible, responsive, agile, and quick off the mark, and brings these qualities to its global multidimensional integrated development programs.
- Counterpart brings these same qualities to its humanitarian assistance, disaster-response and food security programs where its logistical capability can track a single bottle of medication among a million from a manufacturer in the U.S. or Europe to a remote clinic in Kazakhstan.
- Counterpart has a demonstrated ease in adapting to diverse cultures—from Polynesians in Samoa and Uzbeks on the Silk Road in Samarkand to Africans in Zimbabwe.
- Counterpart has special expertise in island nations and the Former Soviet Union.

DANISH DEMINING GROUP

Borgergade 10, 3rd Fl., 1300 Copenhagen K
T: +45 3373 5000
F: +45 3332 8448
E: drc@drc.dk
W: www.danishdemininggroup.dk

Regions

Middle East, Africa

Functions/Sectors

Land mine removal and aid

Budget

Annual revenue (FY 2006): $95,300

Summary

Danish Demining Group (DDG) was established in 1997 as an independent organization. It has since merged with the Danish Refugee Council (DRC) in order to create a Humanitarian Mine Action unit within the organization, hence benefiting from synergies in cooperation but not being limited at the same. The vision of Danish Demining Group is to be the preferred strategic and operational partner working to reduce t-he humanitarian and socio-economic threats caused by landmines and Explosive Remnants of War (ERW).

Direct Relief International

27 S. La Patera Lane, Santa Barbara, CA 93117, USA
T: 805-964-4767
F: 805-681-4838
W: www.directrelief.org

Regions

Africa, Asia and the Pacific, Eastern and Central Europe, Latin America and the Caribbean, Middle East

Functions/Sectors

Disaster and emergency relief

Budget

Annual revenue (FY 2006): $244,399,000
Revenue source breakdown
Public support from cash and securities: $40,740,000
Donated goods and services: $201,823,000
Investment revenues: $1,776,000
Expenses $156,861,000
Program expenses: $154,659,000
Supporting services: $2,202,000

Summary

The mission of Direct Relief International is to provide appropriate ongoing medical assistance to health institutions and projects worldwide which serve the poor and victims of natural and civil disasters, without regard to political affiliation, religious belief, ethnic identity or ability to pay.

Doctors of the World, Inc.

See Health Right International

Educational Concerns for Hunger Organization (ECHO)

17391 Durrance Road North, Fort Myers, FL 33917, USA
T: 239-543-3246
F: 239-543-5317
E: echo@echonet.org
W: www.echonet.org

Functions/Sectors

Agriculture, education and training, networking, problem solving

Budget

Annual revenue (FY 2008): $2,959,129
Revenue source breakdown
Contributions: $2,386,869
Gift annuities: $48,416
Sale of merchandise: $343,321
Interest and dividends: $57,936
Net realized and unrealized gains ($32,924)
Other: $155,511

Summary

ECHO exists for one major reason, to help those working internationally with the poor be more effective, especially in the area of agriculture! We are a technical support organization helping community development organizations and workers do what they do...better.

Episcopal Relief and Development

815 Second Avenue, New York, NY 10017, USA
T: 800-334-7626 ext. 5129
F: 212-687-5302
E: er-d@er-d.org
W: www.er-d.org

Regions

Africa, Asia and the Pacific, Latin American and the Caribbean, North America

Functions/Sectors

Agriculture, disaster and emergency relief, education, HIV/AIDS, nutrition, refugees and displacement, rural development, shelter/housing, social development

Budget

Annual revenue (FY 2006): $22,680,525
Revenue source breakdown:
Contributions, bequests, grants and other: $17,831,415
Investment return: $3,585,721
Grant—dfms: $200,000
Contributed services: $1,063,389
Expenses
Expenses $22,933,984

Food security: $2,261,377
Primary health: $4,476,027
Emergency relief and rebuilding 12,523,280
Fundraising: $1,784,214
Administration: $1,889,086

Summary

Episcopal Relief & Development is a major response of the Episcopal Church to God's call to serve Christ in all persons, to love our neighbors, and to respect the dignity of every human being. Episcopal Relief & Development raises, receives, and disburses money and other resources for the relief of human suffering. Episcopal Relief & Development provides emergency relief in times of disaster; it assists in the rehabilitation of lives, property, and organizations; it initiates and joins in partnership with those who identify and address root causes of suffering; and it supports and extends the social ministry of the church.

ETHIOPIAN COMMUNITY DEVELOPMENT COUNCIL



901 South Highland Street, Arlington, VA 22204, USA
T: 703-685-0510
F: 703-685-0529
E: info@ecdcinternational.org
W: www.ecdcinternational.org

Regions

Ethiopia

Functions/Sectors

Education, HIV/AIDS, public policy and advocacy, refugees and displacement, shelter/housing, social development

Budget

Annual revenue (FY 2006): $11,763,593
Revenue source breakdown
Contributions to donor advised funds: $3,612,801
Indirect public support: $287,220
Government contributions (grants): $7,340,168
Program service revenue, including government fees and contracts: $360,249
Interest on savings and temporary cash investments: $63,631
Net rental income: $231,308

Summary

The Ethiopian Community Development Council, Inc. (ECDC) is a nonprofit, community-based organization. ECDC was established in 1983 by concerned community leaders to respond to the needs of a growing Ethiopian community in the Washington, DC, metropolitan area. While initially concentrating on that community, ECDC has from its inception been serving immigrants and refugees from diverse cultural backgrounds while maintaining a focus on the African community. ECDC's mission is to resettle refugees; promote cultural, educational and socio-economic development programs in the immigrant and refugee community in the United States; and conduct humanitarian

and socio-economic development programs in the Horn of Africa. ECDC provides a wide range of programs at the local, regional and national levels, including economic development, public education and advocacy, refugee resettlement, and culturally and linguistically appropriate social services.

FAMILY CARE INTERNATIONAL

588 Broadway, Ste. 503, New York, NY 10012, USA
T: 212-941-5300
F: 212-941-5563
E: contact@familycareintl.org
W: www.familycareintl.org

Regions

Africa, Latin America and Caribbean

Functions/Sectors

Maternal health, global sexual and reproductive health, youth health and rights, HIV/AIDS, gender-based violence

Budget

Annual revenue (FY 2007): $10,489,843
Revenue source breakdown
Direct public support: $7,560,017
Government contributions (grants): $2,573,257
Interest on savings and temporary cash investments: $91,671
Dividends and interest from securities: $5,831
Other revenue: $20,561

Summary

FCI is dedicated to making pregnancy and childbirth safer around the world. We work to:

- Ensure access to quality maternal and newborn health care;
- Help women and girls to prevent and manage unintended pregnancy;
- Promote the sexual and reproductive health and rights of young people and other underserved groups;
- Reduce the spread of HIV, especially among women and young people

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FLORESTA USA, INC

4903 Morena Blvd, Ste. 1215, San Diego, CA 92117, USA
T: 858-274-3718 toll-free: 800-633-5319
F: 858-274-3728
E: info@floresta.org
W: www.floresta.org

Regions

Dominican Republic, Haiti, Mexico

Functions/Sectors

Agriculture, education, rural development

Budget

Annual revenue (FY 2007): $1,476,973

Revenue source breakdown

General donations: $1,463,656

Interest and dividend income: $13,317

Summary

Floresta, a Christian nonprofit organization, reverses deforestation and poverty in the world, by transforming the lives of the rural poor. We plant, we teach, we create enterprise, and we share the gospel.

Florida Association of Volunteer Action in the Caribbean and the Americas



7220 NW 36th Street, Ste. 608 Miami, Fl 33166, USA

T: 305-470-5070

F: 305-470-5060

E: favaca@favaca.org

W: www.favaca.org

Regions

Haiti

Functions/Sectors

Capacity strengthening, disaster and emergency relief, economic growth and development, education, health, HIV/AIDS, sustainable development, training

Budget

Annual revenue (FY 2006): $3,270,435

Revenue source breakdown

State: $1,632,350

Federal: $119,938

Private: $1,518,147

Summary

FAVACA promotes social and economic development in the Caribbean and the Americas through volunteer service.

Food for the Hungry



1224 E. Washington Street, Phoenix, AZ 85034-1102

T: 480-998-3100, 800-248-6437

W: www.fh.org

Regions

Africa, Asia, Eastern Europe, Latin America and the Caribbean, Middle East, North America

Functions/Sectors

Agriculture, disaster and emergency relief, education, HIV/AIDS, information and communication, refugees and displacement, rural development, urban development

Budget

Annual revenue (FY 2006): $73,209,557
Revenue source breakdown
Contributions:$19,909,755
Government grants: $21,825,870
Government donated commodities: $12,070,823
Private gifts-in-kind: $18,943,217
Investment income: $295,717
Change in value of trusts and annuities: $576
Other income: $163,599
Expenses $74,707,655
Grants to food for the hungry international: $39,042,258
Gifts-in-kind to other organizations: $18,593,569
Other programs: $8,598,291
Information and education: $596,200
Fundraising: $4,719,322
General and administrative: $3,158,015

Summary

Food for the Hungry is meeting physical and spiritual hungers in 26 countries worldwide through programs such as child sponsorship, food production, water and sanitation, health care, agriculture, relief and church development.

FREEDOM FROM HUNGER



1644 Da Vinci Court Davis, CA 95618, USA
T: 530-758-6200 ext. 1042
F: 530-758-6241
E: info@freedomfromhunger.org
W: www.freedomfromhunger.org

Regions

Benin, Bolivia, Burkina Faso, Ecuador, Ghana, Guatemala, Guinea, Haiti, Honduras, India, Indonesia, Madagascar, Malawi, Mali, Mauritania, Philippines, Togo, Uganda

Functions/Sectors

Strengthening civil society, education, HIV/AIDS, population and family planning, rural development

Budget

Annual revenue (FY 2008): $7,769,574
Revenue source breakdown
Individuals and planned gifts: $4,123,301
Corporate and foundation grants and gifts 2,854,046
Public sector/NGOs/other sources 705,938
Contributed in-kind materials and services 177,465

Net assets released from restrictions 67,835
Other income (investment and miscellaneous) (159,011)

Summary

Freedom from Hunger brings innovative and sustainable self-help solutions to the fight against chronic hunger and poverty. Together with local partners, we equip families with resources they need to build futures of health, hope and dignity.

Friends of Liberia

4300 16th Street NW, Washington DC 20011, USA
T: 202-545-0139
E: liberia@fol.org
W: www.fol.org

Regions

Liberia

Functions/Sectors

Disaster and emergency relief, education, membership services

Budget

Annual revenue (FY 2007): $48,702
Revenue source breakdown
Contributions: $46,103
Investment income: $2,599

Summary

FOL is a nongovernmental, nonprofit organization that seeks to positively affect Liberia by supporting education, social, economic and humanitarian programs and through advocacy

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Friends of the World Food Program

1819 L Street NW, Ste. 900, Washington, DC 20036, USA
T: 202-530-1694, 866-929-1694
F: 202-530 1698
E: info@friendsofwfp.org
W: www.friendsofwfp.org

Regions

Africa sub-Saharan, East Asia and Pacific, Europe and Central Asia, Latin America and Caribbean, Middle East and North Africa, South Asia

Functions/Sectors

Disaster and emergency relief, HIV/AIDS, information and communication, nutrition, public policy and advocacy, refugees and displacement

Budget

Annual revenue (FY 2006): $13,006,689
Revenue source breakdown
Donations: $12,808,860
Special events: $81,741

Interest income: $113,261
Investment income: $2,427
Honorarium: $400
Expenses $10,944,130
Grants to UN world food program: $9,161,951
Other program expenses: $988,002
General and administrative: $270,868
Fundraising: $523,491

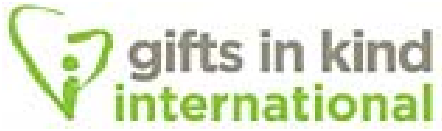
Summary

Friends of the World Food Program is dedicated to building support for the United Nations World Food Program (WFP) and other hunger relief efforts. WFP is the world's largest humanitarian organization. Every year, WFP feeds an average of 90 million people, two-thirds of them children, in 80 countries.

Mission

Our mission is to increase awareness about global hunger issues; mobilize support for hunger relief programs and activities; and generate resources for WFP operations and other activities that alleviate hunger.

Gifts In Kind International



333 North Fairfax Street, Alexandria, VA 22314, USA
T: 703-836-2121
F: 877-798-3192
W: www.giftsinkind.org

Regions

Africa sub-Saharan, East Asia and Pacific, Europe and Central Asia, Latin America and Caribbean, North America, South Asia

Functions/Sectors

Disaster and emergency relief, education, information and communication, shelter/housing

Budget

Annual revenue (FY 2006): $597,440,830
Revenue source breakdown
Product inventory and equipment contributions: $590,383,288
Administrative fees: $3,466,459
Contributions: $2,219,963
Donated services: $694,444
Registration fees: $631,626
Interest and other income: $45,050
Expenses $628,267,653
Product distribution program: $620,309,745
Product distribution program: $6,704,331
Management and general: $1,060,159
Marketing and fundraising: $193,418

Summary

Gifts In Kind International is dedicated to linking product donors' resources to enhance, empower, and restore the lives of people and communities in need.

GIVING CHILDREN HOPE



8332 Commonwealth Avenue, Buena Park, CA 90621, USA
T: 714-523-4454
F: 714-523-4474
E: info@godaid.org
W: www.gchope.org

Regions

Bangladesh, Bosnia, Cameroon, Dominican Republic, Ghana, Haiti, Honduras, India, Indonesia, Iraq, Jamaica, Kazakhstan, Kenya, Lebanon, Liberia, Malawi, Mexico, Pakistan, Peru, Russia, South Africa, South Korea, Swaziland, Tajikistan, Uganda, Ukraine, Zambia, Zimbabwe

Functions/Sectors

Children and youth, disaster and emergency relief, economic growth and development, food aid, logistics, nutrition, partnership, poverty, procurement, reconstruction, USAID

Budget

Annual revenue (FY 2008): $32,582,974
Revenue source breakdown
Cash: $1,716,442
In-kind donation: $30,711,012
Other: $155,520

Summary

Giving Children Hope is a faith-based nonprofit organization dedicated to alleviating poverty (domestically and abroad) through disaster relief, health and community development, vocational training and advocacy.

GLOBAL HEALTH COUNCIL



1111 19th Street NW, Ste. 1120, Washington, DC 20036, USA
T: 202-833-5900
F: 202-833-0075
E: advocacy@globalhealth.org
W: www.globalhealth.org

Regions

Worldwide

Functions/Sectors

HIV/AIDS, membership services, population and family planning, public policy and advocacy

Budget

Annual revenue (FY 2006): $6,862,263
Revenue source breakdown
Grants & cooperative agreements: $4,725,970

Membership: $639,240
Conference revenue:$487,406
Event sponsorship & contributions: $446,835
Investment & other revenue: $210,520
Contracts: $167,439
Publication sales: $17,392
In-kind donations: $167,461
Expenses $6,523,520
Policy, research and advocacy: $2,022,134
Membership resources: $2,925,798
Fundraising: $437,669
Operations: $1,137,919

Summary

The Global Health Council's mission is to promote better health around the world by assisting all who work for improvement and equity in global health to secure the information and resources they need to work effectively. Toward this end, we will serve our members through our work in advocacy, building alliances, and communicating experiences and best practices.

GLOBAL LINKS



4809 Penn Avenue, 2nd Fl., Pittsburgh, PA 15224, USA
T: 412-361-3424
F: 412-361-4950
E: info@globallinks.org
W: www.globallinks.org

Regions

Latin America and Caribbean

Functions/Sectors

Health sector

Budget

Annual revenue (FY 2006): $4,290,692
Revenue source breakdown
Donated materials and supplies: $2,441,884
Donated pharmaceuticals: $4,071,319
Materials and supplies contributed to other organizations: ($3,138,029)
Contributions and support: $524,729
Grant income: $208,124
Management fees: $84,764
Miscellaneous sales and other: $26,367
Special events: $3,783
In-kind contributions: $7,093
Interest and dividends: $58,644
Net unrealized appreciation of investments: $2,014

Expenses $4,204,261
Materials, supplies and equipment shipped: $2,606,460
Pharmaceuticals shipped: $933,290
Personnel and other operating expenses: $230,099
Shipping costs: $94,083
Warehouse expenses: $72,465
Travel and conference expenses: $13,125
Equipment repair expenses: $9,715
Management and general: $173,133
Fundraising: $71,891

Summary

Global Links is dedicated to recycling surplus medical supplies and equipment, for use by health-care institutions in developing countries. To achieve this mission, Global Links collects batch and single item supplies and equipment that are still valuable but are no longer in demand in the United States due to procedural excess, technological change, regulatory requirements, or production overage, and distributes them to selected health-care facilities in developing countries.

GLOBAL RESOURCE SERVICES

2870 Peachtree Road, #229, Atlanta, GA 30305 USA
T: 888-854-5250
E: info@grsworld.org
W: www.grsworld.org

Regions

Asia and the Pacific, North America

Functions/Sectors

Disaster response, humanitarian policy and practice, strategic impact

Summary

Our mission is to go to regions challenged by conflict, looking beyond charity to find real solutions where peace and security are in jeopardy. This mission is driven by an end vision of reconciliation. Relationships, respect and reconciliation are the common threads that empower our cause.

GOAL USA

41 Union Square, Ste. 1027, New York, NY 10003, USA
T: 212-831-7420
F: 646-496-9186
E: info@goalusa.org
W: www.goalusa.org

Regions

Africa, Asia and the Pacific, Latin America, Middle East

Budget

Annual revenue (FY 2006): $44,273,990

Revenue source breakdown
Grant income from governments, trusts or other grant making institutions: $36,639,151
Donations-in-kind: $7,634,839
Expenses $62,239,267
Overseas relief and development: $58,640,807
Support and administration: $3,598,460

Summary

GOAL works towards ensuring that those poorest and most vulnerable in our world, and / or those who are affected by humanitarian crises, have access to the fundamental needs and rights of life, that is, to food, water, shelter, medical attention and primary education. It is non denominational, nongovernmental and non political.

GOODWILL INDUSTRIES INTERNATIONAL, INC.
15810 Indianola Drive, Rockville, MD 20855, USA
T: 800-741-0186
E: contactus@goodwill.org
W: www.goodwill.org

Budget

Annual revenue (FY 2007): $28,479,450
Revenue source breakdown
Membership dues: $14,975,685
Grants from government agencies: $10,465,066
Contributions: $639,370
Program services fees: $1,463,677
Investment and other: $587,950
Rental: $297,232
Legacies and bequests: $50,470

Summary

Goodwill Industries will enhance the quality and dignity of life for individuals, families and communities on a global basis, through the power of work, by eliminating barriers to opportunity for people with special needs, and by facilitating empowerment, self-help, and service through dedicated, autonomous local organizations.

HABITAT FOR HUMANITY INTERNATIONAL
Operational HQ 121 Habitat Street, Americus, GA 31709 USA
T: 800-422-4828
F: 229-924-0577
E: publicinfo@hfhi.org
W: www.habitat.org

Regions

Antigua and Barbuda, Argentina, Armenia, Australia, Bangladesh, Belize, Bermuda, Bolivia, Botswana, Brazil, Bulgaria, Burundi, Cameroon, Canada, Central African Republic, Chile, China, Colombia, Costa Rica, Cote d'Ivoire, Democratic Republic of Congo, Dominican Republic, East Timor, Ecuador, Egypt, El Salvador, Ethiopia, Fiji, Germany, Ghana, Guatemala, Guyana, Haiti, Honduras, Hungary, India, Indonesia, Jamaica, Japan, Jordan, Kenya, Korea, Kyrgyzstan, Lebanon, Lesotho, Liberia, Madagascar, Malawi, Malaysia, Mexico, Mongolia, Mozambique, Nepal, Netherlands, New Zealand, Nicaragua, Nigeria, Pakistan, Papua New Guinea, Paraguay, Peru, Philippines, Poland, Portugal, Romania, Russia, Samoa, Singapore, Slovakia, Solomon Islands, South Africa, Sri Lanka, Tajikistan, Tanzania, Thailand, Trinidad & Tobago, Uganda, United Kingdom, United States of America, Vanuatu, Venezuela, Vietnam, Zambia, Zimbabwe

Functions/Sectors

Conflict, disaster and emergency relief

Budget

Annual revenue (FY 2008): $249,401,167

Revenue source breakdown

Contributions: $188,692,549

Donations in-kind: $16,520,127

Government grants: $20,074,439

Other income: $24,114,052

Summary

Habitat for Humanity works in partnership with God and people everywhere, from all walks of life, to develop communities with people in need by building and renovating houses so that there are decent houses in decent communities in which every person can experience God's love and can live and grow into all that God intends. The ultimate goal of Habitat for Humanity International is to eliminate poverty housing and homelessness from the face of the earth by building adequate and basic housing. Furthermore, all of our words and actions are for the ultimate purpose of putting shelter on the hearts and minds of people in such a powerful way that poverty housing and homelessness become socially, politically and religiously unacceptable in our nations and the world. While many organizations provide immediate relief and temporary shelter to victims of disasters or conflicts, Habitat for Humanity International is among the few that address the need to provide permanent housing solutions to families that are seeking to rebuild their lives. The Disaster Response Office also provides support and informational resources to mitigate and prepare for future threats in disaster-prone areas.

HANDICAP INTERNATIONAL USA

6930 Carroll Avenue, Ste. 240, Takoma Park, MD 20912-4468, USA
T: 301-891-2138
F: 301-891-9193
E: info@handicap-international.us
W: www.handicap-international.us

Regions

Russian Federation (incl. North Caucasus),Uzbekistan, Albania, Germany, Bosnia-Herzegovina, France, Kosovo, Macedonia, Montenegro, Romania, Serbia, Algeria, Morocco, Tunisia, Burkina Faso, Cape Verde, Ivory Coast, Liberia, Mali, Niger, Senegal, Sierra Leone, Togo, Brazil, Colombia, Cuba, El Salvador, Honduras, Nicaragua, Angola, Burundi, Ethiopia, Kenya, Mozambique, Democratic Republic of Congo, Rwanda, Somaliland, Sudan3, Madagascar, Egypt, Iraq, Jordan, Lebanon, Palestinian Territories, Cambodia, Indonesia, Laos, Philippines, Thailand, Vietnam, Afghanistan, Bangladesh, India, Nepal, Sri Lanka, Pakistan, Maldives, China, North Korea

Budget

Annual revenue (FY 2007): $1,367,209

Revenue source breakdown

Contributions: $1,361,945

Investments: $5,227

Other: $37

Summary

Handicap International works to improve the living conditions of people living in disabling situations in post-conflict and low income countries around the world. They work with local partners to develop programs in health and rehabilitation and social and economic integration. They work with local authorities to clear landmines and other war debris and to prevent mine-related accidents through education. They respond fast and effectively to natural and civil disasters in order to limit serious and permanent injuries and to assist survivors' recovery and reintegration. They advocate for the universal recognition of the rights of the disabled through national planning and advocacy.

Hands on Disaster Response



P.O. Box 546, Carlisle MA, 01741, USA
T: 781-570-9412
F: 586-314-2999
E: info@HODR.org
W: www.hodr.org

Functions/Sectors

Disaster and emergency relief

Budget

Annual revenue (FY 2008): $502,947

Revenue source breakdown

Contributions: $502,947

Summary

Hands On Worldwide, DBA Hands On Disaster Response, is a US-based, volunteer-driven, 501(c)3 certified NGO dedicated to timely disaster response and relief, with a mission to apply volunteer resources to aid survivors of natural disasters. It was founded by a group of people who came together in Thailand to help the survivors of the December 26, 2004 tsunami. HODR has since responded to 9 natural disasters around the world.

HealthRight International (was Doctors of the World-USA)



80 Maiden Lane, New York, NY 10038, USA
T: 212-226-9890
F: 212-226-7026
E: info@healthright.org
W: www.healthright.org

Regions

Kenya, Mexico, Nepal, Russia, Ukraine, United States, Vietnam

Functions/Sectors

Agriculture, health, HIV/AIDS, human rights, nutrition, refugees and displacement

Budget

Annual revenue (FY 2007): $5,198,578

Revenue source breakdown

United states government: $1,445,115
International organizations: $70,395
Foundations and corporations: $2,343,236
Individuals: $371,629
In-kind medical / legal services: $624,568
Special events (net of expenses): $298,271
Other income: $45,364

Summary

HealthRight International is a global health and human rights organization working to build lasting access to health for excluded communities. We work closely with communities and establish local partnerships to deliver health services. At the same time, we provide training and equipment and improve systems to enable our partners to deliver services on their own. Our goal is to build lasting access to health, thereby helping to protect and fulfill the rights of excluded communities.Our projects address health and social crises made worse by human rights violations, with a particular focus and expertise on:

- HIV/AIDS, TB, and Malaria, including the rights of people living with these diseases to care, and protection from stigma and discrimination
- Women's health, including women's right to safe and effective maternal reproductive health care, as well as equal access to information and quality health services.
- The health and welfare of orphans and other at-risk children and youth, whose wellbeing is endangered when they lack supportive families or are institutionalized.
- Care and support for survivors of human rights violations such as torture, trafficking, and domestic and gender-based violence.

Heart to Heart International



401 South Clairborne, Ste. 302, Olathe, KS 66062, USA
T: 913-764-5200
F: 913-764-0809
W: www.hearttoheart.org

Regions

Albania, Argentina, Armenia, Belarus, Belize, Bolivia, Cambodia, Cameroon, Canada, China, Croatia, Cuba, Ecuador, El Salvador, Gambia, Gaza, Georgia, Ghana, Guatemala, Guinea, Guyana, Haiti, Honduras, India, Indonesia, Iraq, Jamaica, Jordan, Kenya, Korea, Kyrgyzstan, Liberia, Mexico, Moldova, Montenegro, Nepal, Nicaragua, Niger, Nigeria, North Korea, Oman, Papua New Guinea, Peru, Philippines, Romania, Russia, South Africa, Sudan, Taiwan, Tajikistan, Tanzania, Thailand, Turkey, Ukraine, Uzbekistan, Vietnam, Yemen, Zimbabwe

Functions/Sectors

Agriculture, disaster and emergency relief, education, nutrition

Budget

Annual revenue (FY 2007): $119,191,271

Revenue source breakdown

Direct public support: $118,853,212

Indirect public support: $45,103

Government contributions (grants): $200,000

Program service revenue, including government fees and contracts: $175,234

Interest on savings and temporary cash investments: $10,742

Dividends and interest from securities: $1,127

Sales of assets: $2,578

Sales of inventory: $1,904

Summary

Heart to Heart International is a global humanitarian organization that inspires, empowers and mobilizes the individual to serve the needs of the poor in their community and around the world. Heart to Heart accomplishes this mission through partnerships that promote health, alleviate hunger, deliver resources, education and hope, and provide opportunities for meaningful service.

HEARTLAND ALLIANCE



208 S. LaSalle Street, Ste. 1818, Chicago, IL 60604, USA

T: 312-660-1300

F: 312-660-1500

W: www.heartlandalliance.org

Regions

Guatemala, Haiti, United States

Functions/Sectors

Refugees and displacement

Budget

Annual revenue (FY 2007): $53,380,652

Revenue source breakdown

Grants and contracts: $38,220,547

Contributions: $8,594,285

Program service fees and third-party revenue: $3,683,264

Rental and related revenue: $1,868,323

United Way: $640,568
Miscellaneous income: $373,664

Summary

Heartland Alliance's mission is to advance the human rights and respond to the human needs of endangered populations—particularly the poor, the isolated, and the displaced -through the provision of comprehensive and respectful services and the promotion of permanent solutions leading to a more just global society.

Hebrew Immigrant Aid Society



333 Seventh Avenue, 16th Fl., New York, NY 10001-5004, USA
T: 212-967-4100
F: 212-967-4483
W: www.hias.org

Regions

Argentina, Austria, Colombia, Israel, Italy, Russia, Switzerland, Ukraine

Functions/Sectors

Strengthening civil society, education, information and communication, membership services, policy research and analysis, public policy and advocacy, refugees and displacement

Summary

HIAS is the international migration arm of the organized American Jewish community. It is dedicated to rescuing persecuted and oppressed people around the world and delivering them to countries of safe haven. HIAS helps tens of thousands of refugees annually reunite with their families and resettle in the United States. It also advocates for fair and just policies affecting refugees and immigrants. Since its founding in 1881, the agency has assisted more than four million people around the world.

Heifer International



1 World Avenue, Little Rock, AR 72202, USA
T: 800-422-0474
F: 501-907-2902
E: info@heifer.org
W: www.heifer.org

Regions

Argentina, Bolivia, Brazil, Canada, Ecuador, El Salvador, Guatemala, Haiti, Honduras, Mexico, Nicaragua, Peru, United States, Cameroon, Ethiopia, Ghana, Kenya, Malawi, Mozambique, Rwanda, Senegal, Sierra Leone, Tanzania, Uganda, Zambia, Zimbabwe, Albania, Armenia, Estonia, Georgia, Kosovo, Latvia, Lithuania, Macedonia, Moldova, Poland, Romania, Russia, Slovakia, Ukraine, Bangladesh, Cambodia, China, India, Indonesia, Laos, Myanmar, Nepal, Pakistan, Philippines, Sri Lanka, Thailand, Viet Nam

Functions/Sectors

Agriculture, education, rural development

Budget

Annual revenue (FY 2008): $130,863,266

Revenue source breakdown
Individuals: $82,836,447
Foundation and corporate grants: $17,797,404
Business and organizations: $16,096,181
Congregations: $11,254,241
Government support: $523,453
Educational programs: $1,046,906
Other: $1,308,633

Summary

Heifer International, working in partnership with others, alleviates hunger, poverty and environmental degradation by helping families to become self-reliant for food and income. Heifer development work provides animals, training and technical assistance to low-income families in 48 countries and 15 states. Heifer provides more than 25 kinds of food and income-producing animals, as well as intensive training in animal husbandry, community development and environmentally sound, sustainable agricultural methods.

Helen Keller International

352 Park Avenue South, 12th Fl., New York, NY 10010, USA
T: 212-532-0544, 877/KELLER-4 (877-535-5374)
F: 212-532-6014
E: info@hki.org
W: www.hki.org

Regions

Bangladesh, Burkina Faso, Cambodia, Cameroon, China, Cote d'Ivoire, Democratic Republic of Congo, Guinea, Indonesia, Madagascar, Mali, Mexico, Morocco, Mozambique, Myanmar, Nepal, Niger, Nigeria, Philippines, Senegal, Sierra Leone, South Africa, Tanzania, United States of America, Vietnam, Zimbabwe

Functions/Sectors

Education, nutrition

Budget

Annual revenue (FY 2008): $90,999,651
Revenue source breakdown
Contributions from individuals, corporations and foundations: $18,662,314
Grants from U.S. government agencies: $11,016,090
Gifts in kind: $60,318,950
Program revenue: $35,940
Legacies and trusts: $769,770
Dividends, interest and miscellaneous income: $242,394
Gain on investments: $45,807

Summary

The mission of Helen Keller International is to save the sight and lives of the most vulnerable and disadvantaged. We combat the causes and consequences of blindness and malnutrition by establishing

programs based on evidence and research in vision, health and nutrition. Our vision is to strive to be the most scientifically competent organization in improving vision and nutrition throughout the world.

Hesperian Foundation

1919 Addison Street, Ste. 304, Berkeley CA 94704, USA
T: 510-845-1447, 888-729-1796
F: 510-845-0539
E: hesperian@hesperian.org
W: www.hesperian.org

Regions

Africa, Asia and the Pacific, Europe, Latin America and the Caribbean, Middle East, North America

Functions/Sectors

Children and youth, education, health, HIV/AIDS

Holt International Children's Services

P.O. Box 2880, 1195 City View, Eugene, OR 97402, USA
T: 541-687-2202
F: 541-683-6175
E: info@holtinternational.org
W: www.holtintl.org

Regions

China, Ecuador, Guatemala, India, Korea, Mexico, Mongolia, North Korea, Oman, Philippines, Romania, Russia, South Korea, Thailand, Vietnam

Functions/Sectors

HIV/AIDS, public policy and advocacy, social development

Budget

Annual revenue (FY 2007): $19,178,415
Revenue source breakdown
Direct public support: $8,019,714
Indirect public support: $109,087
Government contributions (grants): $782,935
Program service revenues, including government fees and contracts: $9,680,672
Interest on savings and temporary cash investments: $119,034
Dividends and interest from securities: $112,292
Sales of assets: $152,957
Special events: $177,248
Sales of inventory: $7,711
Other revenue: $16,765

Summary

Holt International Children's Services is dedicated to carrying out God's plan for every child to have a permanent loving home through family preservation, in-country adoption, and international adoption.

Humane Society International



2100 L Street NW, Washington, DC 20037, USA
T: 202-452-1100
W: www.hsus.org/hsi

Regions

Programs worldwide, offices in Asia, Australia, Canada, Costa Rica, UK, United States

Functions/Sectors

Developing trade capacity building programs, helping to humanely control companion animal populations, advocating the humane care, transport and slaughter for farm animals, bringing veterinary care to companion and working animals, stemming the illegal trade in wildlife, protecting endangered species and marine mammals and their habitats, educating children and adults and providing training for animal protection organizations and governmental and international agencies, influencing international laws and policies to effect global change, conducting international campaigns to reduce animal suffering caused by various activities

Budget

Annual revenue (FY 2007): $2,528,080
Revenue source breakdown
Direct public support: $2,281,184
Indirect public support: $40,044
Program service revenue, including government fees and contracts: $135
Interest on savings and temporary cash investments: $45,175
Other revenue: $161,542

Summary

Humane Society International's (HSI) purpose is to work with national and jurisdictional governments, international treaty and trade agreement representatives, and humane organizations to find practical, culturally sensitive, and long-term solutions to common animal welfare problems. Disasters highlight the important relationship between people and their animals. HSI participates in international disaster relief to reduce the suffering of all victims, including a recognition that people's welfare and livelihood often depend on their animals. As the international arm of the Humane Society of the United States, HSI collaborates with local, regional and international organizations concerned about the living conditions and welfare of companion and farm animals as well as wildlife. HSI promotes local capacity building activities to counter illegal trade in wildlife, threats to endangered species, slaughter of marine mammals, and the use of animals in research and testing.

Human Rights Watch



350 Fifth Avenue, 34th Fl., New York, NY 10118-3299, USA
T: 212-290-4700
F: 212-736-1300
E: hrwnyc@hrw.org
W: www.hrw.org

Regions

North America, Latin America and Caribbean, Europe, Africa, Middle East, Asia, Pacific

Functions/Sectors

Human rights advocacy

Budget

Annual revenue (FY 2006): $39,807,458

Revenue source breakdown

Contributions: $31,525,574 (%)

Investments: $7,956,612 (20 percent)

Other: $325,272 (1 percent)

Summary

Human Rights Watch is dedicated to protecting the human rights of people around the world. We stand with victims and activists to prevent discrimination, to uphold political freedom, to protect people from inhumane conduct in wartime, and to bring offenders to justice. We investigate and expose human rights violations and hold abusers accountable. We challenge governments and those who hold power to end abusive practices and respect international human rights law. We enlist the public and the international community to support the cause of human rights for all.

THE HUNGER PROJECT

5 Union Square West, New York, NY 10003, USA

T: 212-251-9100

F: 212-532-9785

W: www.thp.org

Regions

Africa, Latin America, South Asia

Functions/Sectors

Agriculture, HIV/AIDS, information and communication, policy research and analysis, public policy and advocacy, rural development, social development, strengthening of education civil society

Budget

Annual revenue (FY 2006): $13,602,409

Revenue source breakdown

Contributions: $13,022,749

Investment income: $269,647

Foreign currency gains and other: $310,013

Expenses $10,653,632

Education and advocacy: $1,495,938

Africa: $4,323,388

Asia: $2,165,986

Latin America: $592,281

Management and general: $1,418,545

Fundraising: $657,494

Summary

The Hunger Project is a strategic organization and global movement committed to the sustainable end of world hunger. In Africa, Asia and Latin America, we empower local people to create lasting society-wide progress in health, education, nutrition and family incomes.

Information Management and Mine Action Programs



1400 16th Street NW, Ste. 210, Washington, DC 20036, USA
T: 703-403-0427
F: 202-483-9312
E: info@immap.org
W: www.immap.org

Regions

Africa, Asia, Eastern Europe, Middle East, North America

Functions/Sectors

Humanitarian information management, landmine impact survey, information management system for mine action, landmine and unexploded ordnance safety training

Summary

iMMAP coordinates, supports, and implements humanitarian information management activities and landmine–unexploded ordnance (UXO) surveys in postconflict and developing countries around the world. iMMAP's work in the field forms the basis for setting priorities for humanitarian relief and development, economic recovery, landmine clearance and victim assistance.

INMED Partnerships for Children



20110 Ashbrook Place, Ste. 260, Ashburn, VA 20147, USA
T: 703-729-4951
F: 703-858-7253
E: contact@inmed.org
W: www.inmed.org

Regions

Africa, Latin America and the Caribbean, North America

Functions/Sectors

Disaster and emergency relief, education, nutrition, social development, strengthening civil society

Budget

Annual Revenue (FY 2007): $11,430,959
Revenue source breakdown
Direct public support: $10,268,410
Government contributions (grants): $1,038,096
Program service revenue, including government fees and contracts: $116,977
Interest on savings and temporary cash investments: $249
Other revenue: $7,277

Summary

INMED's mission is to strengthen families and communities, working as a catalyst to improve health and create an environment that enables children to reach their full potential.

INSIDE NGO



1828 L Street NW, Ste. 300, Washington, DC 20036, USA
T: 202-684-3680
E: info@insidengo.org
W: www.insidengo.org

Functions/Sectors

Training

Budget

Annual revenue (FY 2007): $1,259,646

Revenue source breakdown

Program service revenue, including government fees and contracts: $1,074,542
Membership dues and assessments: $95,006
Interest on savings and temporary cash investments: $90,098

Summary

InsideNGO's mission is to strengthen the financial management of the international development nonprofit community by sharing knowledge, improving professional skills, acting as a resource for information exchange, and working as an advocate on behalf of the community.

INSTITUTE FOR SUSTAINABLE COMMUNITIES



535 Stone Cutters Way, Montpelier, VT 05602, USA
T: 802-229-2900
F: 802-229-2919
E: isc@iscvt.org
W: www.iscvt.org

Regions

Europe, Central Asia, North America

Functions/Sectors

Agriculture, capacity strengthening,, disaster and emergency relief, environment, energy and natural, food security, HIV/AIDS, media, policy research and analysis, rural development, strengthening civil society

Budget

Annual revenue (FY 2006): $11,370,638

Revenue source breakdown

Individuals: $85,808
U.S. government: $7,898,708
Private foundations: $1,710,111
Donated services: 1,474,116
Contract income: 187,450

Other income: $14,445
Expenses $10,297,216
Central and Eastern Europe: $1,608,381
Eurasia: $6,912,676
Special projects: $283,615
Fundraising: $59,513
Administration: $1,433,031

Summary

The Institute for Sustainable Communities (ISC) is a nonprofit organization that helps communities in existing and emerging democracies solve problems while building a better future for themselves and the world. We give communities—and the organizations that support them—the training, technical assistance, and grants they need to solve their own problems and shape their own destiny long after our work with them is finished.

INSTITUTE OF CULTURAL AFFAIRS



555 René-Lévesque Blvd. West, Ste. 500, Montréal, Québec H2Z 1B1 CA
T: 514-875-7111
F: 514-287-9687
E: info@ica-international.org
W: www.ica-international.org

Regions

Australia, Belgium, Bosnia, Brazil, Canada, China, Croatia, Egypt, Ghana, Guatemala, Herzegovina, India, Japan, Kenya, Malaysia, Mexico, Nepal, Netherlands, Niger, Nigeria, Peru, Philippines, South Africa, Sri Lanka, Taiwan, Tajikistan, United Kingdom, Venezuela, Zambia, Zimbabwe

Functions/Sectors

Agriculture, strengthening civil society, education, rural development

Budget

Annual revenue (FY 2007): $347,116
Revenue source breakdown
Membership dues: $35,432
Individual/family support: $83,783
Relocation program: $75,000
Institutional support: $133,569
Fiscal sponsorship: $13,462
Working gifts program: $4,494
Others: $1,376

Summary

ICA's mission is to promote social innovation through participation and community-building. It achieves this through research, training and demonstration that empower the human factor in the development process. The Institute functions as a federation of nonprofit, nationally autonomous units in 29 nations, including the United States. ICA staff work with partner organizations and program associates to implement projects and provide consulting services in the following areas: civil society

development, capacity building, institutional development, training of trainers and facilitators, conference design and facilitation, project design and implementation, and program monitoring and evaluation.

INTERACTION: AMERICAN COUNCIL FOR VOLUNTARY INTERNATIONAL ACTION

1400 16th Street NW, Ste. 210, Washington, DC 20036, USA
T: 202-667-8227
E: ia@interaction.org
W: www.interaction.org

Regions

Worldwide

Functions/Sectors

All

Budget

Annual revenue (FY 2006): $5,407,345
Revenue source breakdown
Grants from U.S. government: $1,690,066
Foundation awards: $1,544,785
Member contributions: $102,695
Membership dues: $1,555,880
Publications: $228,654
Forum, meetings and workshops: $185,415
Interest and investment income: $76,148
Other income: $23,702
Expenses $4,916,753
Member services: $1,261,598
Federal and nonfederal awards: $2,499,972
Legislative activities: $167,066
General and administrative: $860,917
Fundraising: $127,200

Summary

InterAction is the largest coalition of U.S.-based international nongovernmental organizations (NGOs) focused on the world's poor and most vulnerable people.

INTERNATIONAL AID

17011 Hickory Street, Spring Lake, MI 49456-9712, USA
T: 616-846.7490
F: 616-846.3842
E: events@internationalaid.org
W: www.internationalaid.org

Regions

Ghana, Honduras, Korea, Kosovo, North Korea, Oman, Philippines, Romania

Functions/Sectors

Disaster and emergency relief, education, HIV/AIDS, nutrition

Budget

Annual revenue (FY 2006): $83,451,015

Revenue source breakdown

Gifts-in-kind: $69,145,723

Monetary contributions: $8,495,489

Distribution service fees: $2,710,571

Medical equipment services revenue: $1,154,228

Missionary service fees: $371,496

Reimbursements: $418,117

Contributed services: $542,710

Government grants: $309,648

Interest income: $160,892

Other: $142,141

Expenses $81,145,579

Relief: $61,014,230

Missionary resources: $8,250,701

Health and development: 9,663,056

General and administrative: $1,096,233

Fundraising: $1,121,359

Summary

International Aid is a Christian relief and development agency that responds to Biblical Mandates by providing and supporting solutions in health care worldwide. International Aid is committed to a comprehensive approach to health in developing countries by embracing both preventive and curative care as complementary in improving the health of populations through the provision of training, material resources, and logistical and financial support.

International Catholic Migration Commission

Rue Varembé 1 Case postale 96 1211, Genève 20, Switzerland

T: + 41 0 22 919 10 20

F: + 41 0 22 919 10 48

E: icmc@icmc.net

W: www.icmc.net

Regions

Albania, Belgium, Bosnia, Colombia, Congo, Croatia, East Timor, Eritrea, Herzegovina, India, Indonesia, Italy, Jordan, Kosovo, Lebanon, Montenegro, Pakistan, Serbia, Sierra Leone, Thailand, Togo, Turkey, United States of America, Yugoslavia, Zimbabwe

Functions/Sectors

Disaster and emergency relief, education, public policy and advocacy, refugees and displacement, shelter/housing, social development

Budget

Annual revenue (FY 2007): $19,908,000

Revenue source breakdown

U.S. government grants: $7,923,000

UN institutions: $5,188,000

European commission: $907,000

Other grants and contributions: $3,002,000

Administrative support and management fees: $2,888,000

Summary

The International Catholic Migration Commission serves and protects the needs of uprooted people, refugees, internally displaced persons and migrants, with operations in 30 countries of the world, including Indonesia, Jordan, Lebanon, Pakistan and Turkey. ICMC advocates for durable solutions and rights-based policies directly and through a worldwide network of 172 member organizations. ICMC's expertise and core programming consists of refugee resettlement, return and reintegration, local integration, work with extremely vulnerable individuals, counter-trafficking and rescue, NGO capacity-building, technical cooperation and government institution-building, emergency response and advocacy. Today migration has become a present and pressing reality that deeply affects societies in developed and developing countries, in wealth and in poverty. While the global economy facilitates, and to some extent provokes new migration movements, the political process in many parts of the world tends to react with strategies that are both defensive and protective. ICMC firmly believes that migrants are agents of the future and that migration must be measured for the benefits it offers to communities and states, as well as to the migrants themselves. ICMC will, therefore, continue to serve the needs of uprooted people, regardless of faith, race, nationality or ethnic origin, giving priority to the most vulnerable and marginalized amongst them.

ICMC will continue to contribute: to protecting lives and those who are persecuted; to strengthening legal systems that provide protection, stimulate integration and foster overall equality; to helping develop and manage sustainable solutions; to working for greater respect for fundamental human rights, including the legitimate demand for a life in dignity; to developing communities and overall quality of life to help provide people with options other than migration; to nurturing intercultural dialogue, especially inter-religious dialogue; and to building a better understanding of migration, as well as to bring about a shift in the collective social conscience. ICMC is hopeful that this approach, based on respect for the migrant as an individual and as valued member of society, will contribute to a culture of global solidarity with a greater sense of empathy and commitment.

International Center for Religion and Diplomacy



1156 15th Street NW, Ste. 910, Washington, DC 20005, USA

T: 202-331-9404

F: 202-872-9137

W: www.icrd.org

Regions

Worldwide

Functions/Sectors

Serves as a bridge between religion and politics in support of peacemaking, deploys inter-religious action teams to trouble spots where conflict threatens or has already erupted, trains religious leaders and laity in the tasks of peacemaking, provides feedback to theologians and clergy on interpretations of their teachings that may be contributing to strife and misunderstanding

Summary

The mission of the International Center for Religion and Diplomacy (ICRD)is to address identity-based conflicts that exceed the reach of traditional diplomacy by incorporating religion as part of the solution.

International Center for Research on Women



1120 20th Street NW, Ste. 500 North, Washington, DC 20036, USA
T: 202-797-0007
F: 202-797-0020
E: info@icrw.org
W: www.icrw.org

Regions

Africa, Asia and the Pacific, Europe, Latin American and the Caribbean, Middle East

Functions/Sectors

Agriculture, HIV/AIDS, information and communication, population and family planning, public policy and advocacy

Budget

Annual revenue (FY 2006): $9,847,934
Revenue source breakdown
Foundation and other donations: $798,703
Investment income and unrealized gain: $497,329
Other revenue: $138,957
Net assets released from donor restrictions: $8,412,945
Expenses $8,970,153
Health and development: $3,608,926
Social and economic development: $1,547,985
Policy, communications and other programs: $1,571,627
Total program services: $6,728,538
General and administrative: $1,822,500
Fundraising: $419,115

Summary

To improve the lives of women in poverty, advance women's equality and human rights, and contribute to the broader economic and social well-being. ICRW accomplishes this, in partnership with others, through research, capacity building and advocacy on issues affecting women's economic, health and social status in low and middle income countries.

International Crisis Group



420 Lexington Avenue, Ste. 2640, New York, NY 10170, USA
T: 212-813-0820
F: 212-813-0825
W: www.crisisgroup.org

Regions

Worldwide

Budget

Annual revenue (FY 2006): $20,477,569
Revenue source breakdown
Contributions: $20,175,260
Investment income: $272,309
Expenses $13,045,671
Africa program: $2,591,008
Asia program: $2,000,107
Europe program: $1,007,945
Middle East/North Africa program: $1,369,213
Latin America program: $451,412
Partner share income: $8,061,386
Advocacy: $3,279,052
Administration: $1,705,233

Summary

The International Crisis Group (ICG) is an independent, nonprofit, multinational organization, with over 100 staff members on five continents, working through field-based analysis and high-level advocacy to prevent and resolve deadly conflict.

International Foundation for Electoral Systems



1101 15th Street NW, Third Fl., Washington, DC 20005, USA
T: 202-350-6700
F: 202-452-0804
E: info.communications@ifes.org
W: www.ifes.org

Regions

Africa sub-Saharan, Europe and Central Asia, Latin America and Caribbean, Middle East and North Africa, South Asia, Southeast Asia, Afghanistan, Angola, Armenia/Nagorno-Karabakh, Bangladesh, Burundi, Ecuador, Egypt, Georgia, Guinea, Haiti, Honduras, India, Indonesia, Iraq, Jamaica, Jordan, Kazakhstan, Kyrgyzstan, Lebanon, Liberia, Malawi, Mexico, Moldova, Nepal, Nigeria, Pakistan, Palestine, Philippines, Sudan, Ukraine, Yemen

Budget

Annual revenue (FY 2006): $58,990,822
Revenue source breakdown
Federal awards: $53,161,687

Non-federal awards and private grants: $5,602,943
Investment income: $117,438
Contributions: $91,594
Gain on disposal of property and equipment: $17,160

Summary

The International Foundation for Electoral Systems is an independent, nongovernmental organization providing professional support to electoral democracy. Through field work, applied research and advocacy, we strive to promote citizen participation, transparency, and accountability in political life and civil society.

International Fund for Animal Welfare

290 Summer Street, Yarmouth Port, MA 02675, USA
T: 508-744-2000, 800-932-4329
F: 508-744-2009
E: info@ifaw.org
W: www.ifaw.org

Budget

Annual revenue (FY 2007): $111,067
Revenue source breakdown
Supporter contributions: $80,423
Bequests: $24,459
Other income: $6,185

Summary

The International Fund for Animal Welfare works to improve animal welfare, prevent animal cruelty and abuse, protect wildlife and provide animal rescue around the world. From stopping the elephant ivory trade, to ending the Canadian seal hunt and saving the whales from extinction, IFAW works to create solutions that benefit both animals and people.

International Housing Coalition

10 G Street NE, Ste. 710, Washington, DC 20002, USA
T: 202-408-8506
F: 202-248-5099
E: info@Intlhc.org
W: www.intlhc.org

Regions

Africa sub-Saharan, East Asia and Pacific, Europe and Central Asia, Latin America and Caribbean, Middle East and North Africa, South Asia, Southeast Asia

Functions/Sectors

Capacity strengthening, governance, media, microfinance/microenterprise, partnership, policy research and analysis, public policy and advocacy, reconstruction, rehabilitation/vocational service, shelter/housing, urban development

Summary

The International Housing Coalition (IHC) was organized by the National Association of REALTORS (NAR), the Canadian Real Estate Association (CREA) and Habitat for Humanity International (HFHI) to promote the goal of "HOUSING FOR ALL" as an essential element to ending poverty worldwide. Recognizing the worldwide housing problem and the lack of priority being given to housing issues, the IHC was organized for the purpose of restoring housing to a position of importance and priority on the world development agenda.

International Institute of Rural Reconstruction



40 Exchange Place, Ste. 1111, New York, NY 10005 USA
T: 212-880-9147
F: 212-880-9148
E: leslie.enright@iirr.org, us.office@iirr.org
W: www.iirr.org

Regions

Africa, Asia, Latin America

Functions/Sectors

Agriculture, HIV/AIDS, information and communication, nutrition, population and family planning, rural development, strengthening civil society, education

Budget

Annual revenue (FY 2006): $3,264,695
Revenue source breakdown
Foundations: $893,390
Corporations: $3,340
Individuals: $176,370
Governments: $734,493
Training courses: $647,406
Workshops: $172,407
Technical assistance: $343,202
Study programs: $44,454
Use of campus facilities: $87,482
Publication sales: $20,693
Others: $141,458
Expenses $3,251,914
Learning community: $1,566,318
Education and training: $908,824
Publication and communication: $243,908
Management and general: $413,241
Fundraising: $119,623

Summary

IIRR's mission is to: work with the poor and their communities as their partner, enabling them to improve their lives and achieve their full potential; learn and document from our work both

practical and innovative solutions to the challenges facing the poor, their communities and the natural environment; share our learning and field-based experience through education, training and communication; and join with partners in global development to promote and achieve equality, justice and peace for all.

INTERNATIONAL MEDICAL CORPS

1919 Santa Monica Boulevard, Ste. 400, Santa Monica, CA 90404, USA
T: 310-826-7800
F: 310-442-6622
E: imc@imcworldwide.org
W: www.imcworldwide.org

Regions

Africa, Asia and the Pacific, Europe, Latin America and the Caribbean, Middle East

Functions/Sectors

Disaster and emergency relief, education, HIV/AIDS, nutrition, population and family planning, shelter/housing, strengthening civil society

Budget

Annual revenue (FY 2006): $102,201,023
Revenue source breakdown
Contracts and grant support: $55,879,518
Contributions: $3,449,736
Donated medical supplies: $42,301,919
Donated medical services: $468,900
Interest and dividend income: $95,755
Realized and unrealized gain on investments: $5,195
Expenses $99,344,956
Africa: $39,422,523
Asia: $23,010,579
Caucasus: $3,561,421
Middle East: $23,357,484
United States: $1,459,912
Program management and evaluation: $2,821,718
Management and general administration: $5,471,714
Fundraising: $239,605

Summary

International Medical Corps (IMC) is a global humanitarian nonprofit organization dedicated to saving lives and relieving suffering through health-care training and medical relief programs. Established in 1984 by volunteer United States doctors and nurses, IMC is a private, voluntary, nonpolitical, nonsectarian organization. Its mission is to improve quality of life through health interventions and related activities that build local capacity in areas worldwide where few organizations dare to serve.

By offering training and health care to local populations and medical assistance to people at highest risk, and with the flexibility to respond rapidly to emergency situations, IMC rehabilitates devastated health-care systems and helps bring them back to self-reliance.

International Orthodox Christian Charities

110 West Road, Ste. 360 Baltimore, MD 21204 USA
T: 410-243-9820
F: 410-243-9824
E: relief@iocc.org
W: www.iocc.org

Regions

Albania, Bosnia, Ethiopia, Georgia, Greece, Lebanon, Romania, Russia, West Bank

Functions/Sectors

Agriculture, strengthening civil society, disaster and emergency relief, education, HIV/AIDS, nutrition, refugees and displacement, rural development, shelter/housing, social development, urban development

Budget

Annual revenue (FY 2008): $43,036,602
Revenue source breakdown
Grants:
Federal: $6,776,175
International agencies: $1,302,188
Contributions:
In-kinds: $27,365,392
Orthodox Church institutions: $3,534,890
Individual: $2,496,246
Foundations: $288,416
Metropolitan committee events: $592,633
Micro-credit loan collections: $544,070
CFC/United Way: $201,320
Other: $69,433

Summary

International Orthodox Christian Charities, Inc. (IOCC) was established by the Standing Conference of Canonical Orthodox Bishops in the Americas (SCOBA) as an official humanitarian aid agency of Orthodox Christians to work in cooperation with the Orthodox Churches worldwide. The Mission of IOCC is to respond to the call of our Lord Jesus Christ, to minister to those who are suffering and are in need throughout the world, sharing with them God's gifts of food, shelter, economic self-sufficiency and hope. In carrying out this mission, IOCC assumes the highest professional standards and renders itself fully accountable to the public and its donors. Assistance is provided solely on the basis of need.

International Reading Association

444 North Capitol Street NW Ste. 523, Washington, DC 20001 USA
T: 202-624-8800
F: 202-624-8826
E: pubinfo@reading.org
W: www.reading.org

Regions

Worldwide

Functions/Sectors

Education, information and communication, public policy and advocacy

Summary

The International Reading Association seeks to promote high levels of literacy for all by improving the reading process and teaching techniques; serving as a clearinghouse for the dissemination of reading research through conferences, journals, and other publications; and actively encouraging the lifetime reading habit.

International Relief and Development

1621 North Kent Street, Fourth Fl., Arlington, VA 22209 USA
T: 703-248-0161
F: 703-248-0194
E: ird@ird-dc.org
W: www.ird-dc.org

Regions

Africa, Asia, Eastern Europe, Latin America, Middle East

Functions/Sectors

Agriculture, strengthening civil society, disaster and emergency relief, education, HIV/AIDS, information and communication, public policy and advocacy, refugees and displacement, rural development, shelter/housing, social development, urban development

Budget

Annual revenue (FY 2006): $130,519,252
Contract and grant revenue: $91,058,649
Contributed goods: $39,148,099
Contributions: $231,502
Interest income: $81,002
Expenses $130,516,613
Economic development/civil society: $60,705,136
Health: $34,399,383
Special projects: $9,765,298
Relief: $13,342,702
Food security: $2,123,476
Infrastructure: $2,873,304
Management and general: $7,065,244

Fundraising: $242,070

Summary

IRD seeks to reduce the suffering of the world's most vulnerable groups by providing them with the tools and/or resources needed to become self-reliant. IRD's strategic goal is to match our technical and management strength with public and private donor grant and in-kind resources in the implementation of cost-effective programs for the world's most vulnerable groups, primarily refugee and displaced populations (particularly women, children, and the elderly), as well as other vulnerable groups.

International Relief Teams



4560 Alvarado Canyon Road, Ste. 2G, San Diego, CA 92120-4309 USA
T: 619-284-7979
F: 619-284-7938
E: info@irteams.org
W: www.irteams.org

Regions

Africa, Asia, Central America, Europe, North America, South America

Functions/Sectors

Education, health

Budget

Annual revenue (FY 2007): $26,969,975
Revenue source breakdown
Public contributions: $758,572
Grants: $111,869
Gifts in kind: $25,773,230
Fundraising special events: $247,466
Investment income: $67,079
Expenses breakdown
Program services: $26,603,785
Supporting services: $376,382
Total expenses: $26,980,167

Summary

Mission International Relief Team alleviates human suffering by providing health services and humanitarian assistance to victims of disaster, neglect and profound poverty worldwide.

International Rescue Committee

122 East 42nd Street, New York, NY 10168-1289 USA
T: 212-551-3000
F: 212-551-3179
E: advocacy@theirc.org
W: www.theirc.org

Regions

Africa, Asia, Caucasus, Middle East, Near East, South America

Functions/Sectors

Camp coordination and management, education, food distribution and nutrition, health, protection, water and sanitation

Budget

Annual revenue (FY 2007): $250,712

Revenue source breakdown

Contributions: $55,914

Grants and contracts: $185,630

Contributed goods and services: $4,749

Loan administration fees and other: $1,325

Investment return used for operations: $3,094

Expenses breakdown

Program services: $216,059

Supporting services: $23,111

Total expenses: $239,170

Summary

One of the first to respond, one of the last to leAvenue For 75 years, the International Rescue Committee has been a leader in humanitarian relief. We mobilize quickly, bringing sustained support to regions torn apart by violence and deprivation. We provide a fresh start in the United States for refugees. And we advocate tirelessly on behalf of the displaced, addressing the root causes of violence and standing up for the world's most vulnerable populations.

International Social Service—United States of America Branch, Inc.



200 E. Lexington Street Ste. 1700 Baltimore, MD 21202, USA

T: 443-451-1200

F: 443-451-1220

E: iss-usa@iss-usa.org

W: www.iss-usa.org

Regions

Africa sub-Saharan, East Asia and Pacific, Europe and Central Asia, Latin America and Caribbean, Middle East and North Africa, North America, South Asia, worldwide

Functions/Sectors

Children and youth, strengthening civil society, disaster and emergency relief, education, gender & diversity, health, human rights, information and communication, policy research and analysis, public policy and advocacy, refugees and displacement, volunteer/students abroad

Budget

Annual revenue (FY 2007): $1,117,137

Revenue source breakdown

Contributions

Foundations and agencies: $85,930

Individuals and corporations: $8,750

In-kind contributions: $24,000

Services provided
U.S. government: $704,569
State governments: $199,732
Other: $80,384
Other revenue: $13,772

Summary

International Social Service-united States of America Branch, Inc., (ISS-USA) is an international social work agency. Its Geneva-based General Secretariat serves as the hub for a worldwide network of more than 150 national units in countries spanning all continents. Our professional case managers help agencies and individuals resolve social work problems that cross national borders. We envision a world in which children are protected and flourish, and individuals and families are supported and assisted to overcome difficulties resulting from forced or voluntary migration, humanitarian disasters, human rights crises and conflict situations.

Mission

To improve the lives of children, adults and families affected by migration, and international and humanitarian crises by providing high quality social services, promoting advances in service and knowledge, and advocating for laws and policies that guarantee their rights and ensure their protection.

INTERNATIONAL YOUTH FOUNDATION



32 South Street, Ste. 500, Baltimore, MD 21202, USA
T: 410-951-1500
F: 410-347-1188
E: youth@iyfnet.org
W: www.iyfnet.org

Regions

Africa, Asia, Australia, Central America, Europe, Middle East, North America, South America

Functions/Sectors

Education, food distribution and nutrition, health, water and sanitation

Budget

Annual revenue (FY 2007): $23,479,245
Revenue source breakdown
Grants and contributions: $22,164,126
Investment income: $1,297,823
Other income: $17,296
Expenses breakdown
Programs: $18,728,856
Fundraising: $213,200
General and administrative: $3,228,257
Total expenses: $22,170,313

Summary

To positively impact the greatest number of young people, in as many places as possible, in the shortest amount of time, with programs that are effective, and sustainable.

INTERPLAST

857 Maude Avenue, Mountain View, CA 94043, USA
T: 650-962-0123
E: info@interplast.org
Web: www.interplast.org

Regions

Africa sub-Saharan, East Asia and Pacific, Latin America and Caribbean, South Asia, Southeast Asia

Functions/Sectors

Education, health

Budget

Annual revenue (FY 2007): $8,672,046
Revenue source breakdown
Support: $8,706,368
Revenue: $34,322
Expenses breakdown
Program services: $8,832,604
Supporting services: $1,224,131
Total expenses: $10,056,735

Summary

Interplast—the first humanitarian organization to provide free reconstructive surgery for children and adults with clefts, disabling burns and hand injuries—has provided 68,000 life-changing surgeries for those who have no other access to care. Working in underserved regions of 16 countries throughout Africa, Asia and Latin America, Interplast teaches, empowers and partners with volunteers and overseas medical professionals so every child living in poverty has free access to the safest and highest quality care—now and in the future.

ISLAMIC RELIEF USA

6131 Orangethorpe Ave Ste 450 Buena Park, CA 90620, USA
T: 714-676-1300, 888-479-4968
F: 714-676-1301
E: info@irw.org
W: www.islamicreliefusa.org

Regions

Afghanistan, Albania, Algeria, Bangladesh, Bosnia, Cambodia, Chad, Chechnya, China, Egypt, Ethiopia, India, Indonesia, Iraq, Jordan, Kenya, Kosovo, Lebanon, Malawi, Mali, Morocco, Niger, Pakistan, Palestine, Somalia, South Africa, Sudan, Turkey, Yemen

Functions/Sectors

Education and training, water and sanitation, income generation, orphan support, health and nutrition, emergency relief

Budget

Annual revenue (FY 2007): $60,615,725

Revenue source breakdown

Contributions: $372,186

Special event: $40,882,847

In-kind contributions: $60,611,813

Interest and dividends: $2,746

Unrealized gain on investments: $423

Other income: $743

Summary

Islamic Relief strives to alleviate suffering, hunger, illiteracy, and diseases worldwide regardless of color, race, religion, or creed, and to provide aid in a compassionate and dignified manner. Islamic Relief aims to provide rapid relief in the event of human and natural disasters and to establish sustainable local development projects allowing communities to better help themselves.

JESUIT REFUGEE SERVICE USA



1016 16th Street NW, Ste. 500, Washington, DC 20036, USA

T: 202-462 - 0400

F: 202-328 - 9212

E: jrsusa@jesuit.org

W: www.jrsusa.org

Regions

Asia and Pacific, Easter Africa, Europe, Grands Lacs, Latin America and the Caribbean, South Asia, Southern Africa, Western Africa

Functions/Sectors

Education, food distribution and nutrition, health, protection, shelter, water and sanitation

Budget

Annual revenue (FY 2007): $2,229,048

Revenue source breakdown

US Jesuit assistancy: $290,000

Contracts: $1,167,112

Gifts: $485,419

Investments: $272,534

Other: $13,983

Expenses breakdown

Advocacy: $192,162

Detention chaplaincy and education program in South Sudan: $1,064,798

JRS International: $725,483

Supporting services: $280,262

Total expenses: $2,262,705

Summary

JRS has a threefold mission of accompaniment, service and advocacy on behalf of refugees and forcibly displaced persons. With a priority to working wherever the needs of forcibly displaced people are urgent and unattended by others, JRS offers a human and pastoral service to the refugees and displaced people and to the communities which host them through a wide variety of rehabilitation and relief activities. JRS advocates the cause of the forcibly displaced and facilitates the response of local churches, Jesuit institutions and other communities and organizations to the needs of refugees.

Joint Aid Management



900 19th street NW, Ste. 400 Washington DC20006, USA
T: 202-380 3566
F: 202-380 3627
W: www.jamint.com

Regions

Africa

Functions/Sectors

Nutrition, water, HIV/AIDS, orphans and vulnerable children, agriculture, emergency relief

Budget

Annual revenue (FY 2007): $14,351,838

Revenue source breakdown

Private contributions: $10,060,785
Gifts in kind (GIK): $914,580
Grants & contracts: $2,820,675
Other income: $555,798

Summary

To help Africa help itself by contributing toward the alleviation of poverty through sustainable aid programs that express the compassionate heart of God. Joint Aid Management (JAM) is a nonprofit, Christian, international humanitarian relief and development organization with 25 years of experience in sustainable development.

Keystone Human Services International



124 Pine Street Harrisburg, PA, 17101, USA
T: 717-232-7509, Toll-Free 888-377-6504
F: 717-232-4597
E: mdehart@keystonehumanservices.org
W: www.keystonehumanservices.org

Regions

North America, Azerbaijan, Moldova, Russia

Budget

Annual revenue (FY 2007): $93,905,417

Revenue source breakdown

County programs: $53,071,765
State revenues: $17,861,997
Federal grants/awards: $5,623,061
Service fees: $6,955,163
Health choices: $6,201,344
Grants: $2,425,700
Investment income, including unrealized gains/losses: $509,377
Contributions: $27,002
Special events: $128,523
Other: $943,716

Summary

Keystone Human Services is a family of nonprofit organizations working together to serve the community. Keystone is committed to creating an environment where all people can grow, make choices, and be valued and contributing members of society. Keystone provides comprehensive community-based services for children, young people, adults and families in the areas of intellectual disabilities (mental retardation), autism, mental health, early intervention and children and family services. Keystone serves individuals and families in Pennsylvania, Maryland, Delaware and Connecticut. Keystone Human Services is also engaged in initiatives in Russia and Moldova.

KOREAN AMERICAN SHARING MOVEMENT

7004 Little River Turnpike, Ste. O, Annandale, VA 22003, USA
T: 703-867-0846
F: 703-354-0427
E: office@kasm.org
W: www.kasm.org

Regions

Iraq, Korea, North Korea, South Korea, United States

Functions/Sectors

Children and youth, refugees and displacement

Budget

Annual revenue (FY 2007): $74,404
Revenue source breakdown
Direct public support: $11,348
Indirect public support: $1,730
Program service revenue, including government fees and contracts: $61,214
Interest on savings and temporary cash investments: $112

Summary

KASM serves as an outlet for Korean-American communities to help those in need, both in the United States and abroad, as well as to lay the cornerstone for the future through youth and other education programs.

Latter Day Saint Charities

50 East North Temple Street, Fl., 7, Salt Lake City, UT 84150, USA
T: 801-240-1201
E: LDS-Charities@LDSChurch.org
W: www.providentliving.org

Regions

Afghanistan, Albania, Argentina, Armenia, Australia, Azerbaijan, Bangladesh, Belarus, Belize, Bolivia, Bosnia, Brazil, Bulgaria, Cambodia, Canada, Chile, China, Congo, Croatia, Czech Republic, Democratic Republic of Congo, East Timor, Ecuador, Egypt, El Salvador, Eritrea, Estonia, Ethiopia, Fiji, Georgia, Germany, Ghana, Grenada, Guatemala, Guyana, Haiti, Herzegovina, Honduras, Hungary, India, Indonesia, Jamaica, Japan, Jordan, Kazakhstan, Kenya, Korea, Kosovo, Kyrgyzstan, Laos, Latvia, Lebanon, Liberia, Lithuania, Madagascar, Malawi, Mexico, Moldova, Mongolia, Mozambique, Myanmar, Nepal, Nicaragua, Niger, Nigeria, North Korea, Oman, Pakistan, Palestine, Paraguay, Peru, Philippines, Poland, Romania, Russia, Samoa, Sierra Leone, Slovakia, Slovenia, South Africa, Sri Lanka, Sudan, Syria, Taiwan, Tajikistan, Thailand, Tibet, Tonga, Trinidad & Tobago, Turkey, Uganda, Ukraine, United Kingdom, Uzbekistan, Vanuatu, Venezuela, Vietnam, Zimbabwe

Functions/Sectors

Agriculture, disaster and emergency relief, education

Summary

Latter-day Saint Charities is a voluntary organization sponsored by The Church of Jesus Christ of Latter-day Saints, regardless of faith or nationality. Latter-day Saint Charities provides life-sustaining resources to people in emergencies, helps strengthen families to become self-reliant, and offers opportunities for giving service. Unique in its support structure, Latter-day Saint Charities has access to the developed resources of the church, which include food production and processing, grain storage, vocational rehabilitation and employment, donated used clothing and social services. Latter-day Saint Charities works both independently and in cooperation with other charitable relief and development organizations (international and indigenous) in meeting the relief and self-reliance needs of deprived populations.

Life for Relief and Development

17300 W 10 Mile Road, Southfield, MI 48075, USA
T: 248-424-7493
F: 248-424-8325
E: life@lifeusa.org
W: www.lifeusa.org

Regions

Middle East, Africa

Functions/Sectors

Health, education, water and sanitation, disaster relief

Budget

Annual revenue (FY 2004): $10,632,092

Revenue source breakdown
Contributions: $10,631,667 (>99 percent)
Investments: $435 (<1 percent)

Summary

Life for Relief and Development (LIFE) is a nonprofit organization deeply rooted in the belief that saving lives should be a priority of all mankind. For this reason, we are dedicated to alleviating human suffering regardless of race, color, religion, or cultural background. LIFE works to provide assistance to people across the globe by offering humanitarian services such as health care and education, as well as catering to casualties of social and economic turmoil, victims of hunger, natural disasters, war, and other catastrophes.

Lutheran World Relief

700 Light Street, Baltimore, MD 21230, USA
T: 410-230-2800
F: 410-230-2882
E: lwr@lwr.org
W: www.lwr.org

Regions

Latin America and Caribbean, Africa, Middle East, Asia and Pacific

Functions/Sectors

Microfinance, health, water and sanitation, disaster response

Budget

Annual revenue (FY 2006): $34,633,123
Revenue source breakdown
Contributions: $31,114,901 (90 percent)
Government grants: $3,441,126 (10 percent)
Other: $77,096 (<1 percent)

Summary

Every day in 35 countries, Lutheran World Relief works to combat the causes of poverty and the dignity it robs from people's lives. We advocate for Fair Trade that helps farming families and artisans earn a better income. We teach people to better care for themselves, their communities and the environment. We teach people how to be less vulnerable to natural disasters. We advocate with and for them for policy change that more fairly represents them. We counsel them after manmade and natural disasters, and help them recover with material aid. We do all of this exclusively with partners from the communities we serve.

Management Sciences for Health

784 Memorial Drive, Cambridge, MA 02139, USA
T: 617-250-9500
F: 617-250-9090
E: communications@msh.org
W: www.msh.org

Regions

North America, Latin America and Caribbean, Europe, Africa, Middle East, Asia and Pacific

Functions/Sectors

Health

Budget

Annual revenue (FY 2006): $169,746,036

Revenue source breakdown

Government grants: $169,416,011 (99.8 percent)

Investments: $330,025 (<1 percent)

Summary

MSH works collaboratively with health-care policymakers, managers, providers, and consumers to help close the gap between what is known about public health problems and what is done to solve them. MSH seeks to increase the effectiveness, efficiency, and sustainability of health services by improving management systems, promoting access to services, and influencing public policy.

MAP International



2200 Glynco Parkway, Brunswick, GA 31525-6800

T: 800-225-8550

W: www.map.org

Regions

Africa, Asia and Pacific, Latin America and Caribbean

Functions/Sectors

Health

Budget

Annual revenue (FY 2006): $253,926,754

Revenue source breakdown

Contributions: $250,074,183 (98 percent)

Government grants: $199,868 (<1 percent)

Investments: $372,802 (<1 percent)

Other: $3,279,901 (1 percent)

Summary

MAP International promotes the total health of people living in the world's poorest communities by partnering in the provision of Essential Medicines, the promotion of Community Health Development, and prevention and mitigation of disease, disaster and other health threats.

Medecins Sans Frontieres (Doctors Without Borders)



Rue de Lausanne 78, CP 116-1211, Geneva 21, Switzerland

T: +41 (22) 849.84

F: +41 (22) 849.84.04

W: www.msf.org

Regions

North America, Latin America and Caribbean, Europe, Africa, Middle East, Asia and Pacific

Functions/Sectors

Health

Budget

Annual revenue (FY 2006): $891,038

Revenue source breakdown

Contributions: $862,052 (97 percent)

Other: $28,986 (3 percent)

Summary

MSF is an independent humanitarian medical aid agency committed to two objectives: providing medial aid wherever needed, regardless of race, religion, politics or sex and raising awareness of the plight of the people we help.

MEDICAL CARE DEVELOPMENT INTERNATIONAL

8401 Colesville Road, Ste. 425, Silver Spring, MD, 20910, USA
T: 301-562-1920
F: 301-562-1921
E: mcdi@mcd.org
W: www.mcdi.mcd.org

Regions

Africa, Asia and Pacific, Europe, Latin America and Caribbean

Functions/Sectors

Health, gender, water and sanitation

Budget

Annual revenue (FY 2005): $30,634,630

Revenue source breakdown

Contributions: $38,951 (<1 percent)

Government grants: $23,883,524 (78 percent)

Investments: $385,170 (1 percent)

Other: $6,326,985 (20 percent)

Summary

The mission of MCDI is to enhance the well-being of peoples and communities in developing nations through superior technical assistance in health and socio-economic development. We will seek to empower families with the knowledge and behavior needed to improve infant and child survival and maternal health and care. We develop and disseminate tools, mechanisms and strategies that improve access and management of sustainable levels of health-care services. We work with a full spectrum of organizations, from grassroots community groups to multilateral donor institutions, to enable continuing and progressive improvement in the quantity and quality of care available and affordable to the neediest people on earth, and seek to enhance their financial ability to benefit from these improvements.

Medical Teams International



14150 SW Milton Court, Tigard, OR 97224, USA
T: 503-624-1000
F: 503-624-1001
E: info@medicalteams.org
W: www.nwmedicalteams.org

Regions

North America, Latin America and Caribbean, Europe, Africa, Asia and Pacific

Functions/Sectors

Health, disaster response

Budget

Annual revenue (FY 2007): $92,605,022

Revenue source breakdown

Contributions: $88,746,484 (95.5 percent)
Government grants: $167,525 (.5 percent)
Other: $3,736,013 (4 percent)

Summary

The mission of Medical Teams International is to demonstrate the love of Christ to people affected by disaster, conflict and poverty around the world. We seek to achieve our vision by:

- Addressing root causes and effects of poverty and poor health.
- Increasing and improving access to sustainable, quality health care.
- Providing emergency preparedness, relief, and rehabilitation in disasters.
- Supporting local partners through training and cash resources to implement holistic programs.
- Contributing high quality essential medicines and medical supplies to partners and projects.
- Enabling volunteers and partners to use their skills, exchange knowledge and advocate on behalf of the poor.

Mental Disability Rights International



1156 15th Street NW, Ste. 1001, Washington, DC 20005, USA
T: 202-296-0800
F: 202-728-3053
E: mdri@mdri.org
W: www.mdri.org

Regions

North America, Latin America and Caribbean, Europe, Africa, Asia and Pacific

Functions/Sectors

Disability advocacy

Budget

Annual revenue (FY 2007):$891,044

Revenue source breakdown

Direct public support: $795,381
Indirect public support: $1,696

Government contributions (grants): $84,546
Interest on savings and temporary cash investments: $9,421

Summary

Mental Disability Rights International (MDRI) is dedicated to promoting the human rights and full participation in society of people with mental disabilities worldwide.

Mercy Corps



Dept. W, 3015 SW 1st Avenue, Portland, OR 97201, USA
T: 800-292-3355
W: www.mercycorps.org

Regions

North America, Latin America and Caribbean, Europe, Africa, Asia and Pacific

Functions/Sectors

Education, health, microfinance, gender, food distribution/nutrition, water and sanitation

Budget

Annual revenue (FY 2006): $197,361,387
Revenue source breakdown
Contributions: $71,144,239 (36 percent)
Government grants: $85,297,654 (43 percent)
Other: $40,919,494 (21 percent)

Summary

Mercy Corps exists to alleviate suffering, poverty and oppression by helping people build secure, productive and just communities. Mercy Corps works amid disasters, conflicts, chronic poverty and instability to unleash the potential of people who can win against nearly impossible odds.

Mercy-USA for Aid and Development, Inc.



44450 Pinetree Drive, Ste. 201, Plymouth, MI 48170, USA
T: 734-454-0011
F: 734-454-0303
E: info@mercyusa.org
W: www.mercyusa.org

Regions

Europe, Middle East, Africa, Asia and Pacific

Functions/Sectors

Water and sanitation, food distribution/nutrition, health, education

Budget

Annual revenue (FY 2006): $2,295,486
Revenue source breakdown
Contributions: $2,075,135 (90 percent)
Government grants: $146,147 (6 percent)
Investments: $74,204 (4 percent)

Summary

Mercy-USA for Aid and Development (M-USA) is dedicated to alleviating human suffering and supporting individuals and their communities in their efforts to become more self-sufficient. Founded in 1986, M-USA is a nonprofit relief and development organization. Our projects focus on improving health and promoting economic and educational growth around the world.

MINNESOTA INTERNATIONAL HEALTH VOLUNTEERS



122 West Franklin Avenue, Ste. 510, Minneapolis, MN 55404, USA
T: 612-871-3759
F: 612-230-3257
W: www.mihv.org

Regions

North America, Africa

Functions/Sectors

Gender, health, food distribution/nutrition

Budget

Annual Revenue (FY 2007): $1,267,699
Revenue source breakdown
Contributions: $112,765 (9 percent)
Government Grants: $373,424 (29 percent)
Investments: $1,254 (1 percent)
Other: $780,256 (61 percent)

Mission and Summary

To improve the health of women, children and their communities around the world. Vision We envision a world in which communities are organized to improve their own health. MIHV will be recognized as a center of excellence for community organized health care. In our work, we will be seen as a trusted partner who honors the strengths and assets of the communities with whom we work.

MOBILITY INTERNATIONAL USA



132 E. Broadway, Ste. 343, Eugene, OR 97401, USA
T: 541-343-1284
F: 541-343-6812
W: www.miusa.org

Regions

North America, Latin America and Caribbean, Europe, Africa, Asia and Pacific

Functions/Sectors

Advocacy for those with disabilities

Budget

Annual revenue (fy2007): $1,394,775
Revenue source breakdown
Direct public support: $385,210
Government contributions (grants): $942,000

Program service revenue, including government fees and contracts: $23,549
Dividends and interest from securities: $32,916
Special events: $10,440
Other revenue: $660

Mission and Summary

To empower people with disabilities around the world to achieve their human rights through international exchange and international development. Mobility International USA is a national nonprofit organization based in Eugene, Oregon and was co-founded in 1981 by Susan Sygall and Barbara Williams. MIUSA is a cross-disability organization serving those with cognitive, hearing, learning, psychiatric, physical, systemic, vision and other disabilities.

National Association of Social Workers

750 First Street NE, Ste. 700, Washington, DC 20002, USA
T: 202-408-8600
W: www.naswdc.org

Regions

North America

Functions/Sectors

Advancement of social work practice, advocacy, continuing education, ethics

Budget

Annual revenue (FY 2007): $2,415,467
Revenue source breakdown
Grants & contracts: $641,495 (26.56 percent)
Contributions: $1,444,589 (59.81 percent)
Investment income: $327,211 (13.55 percent)
Other: $2,172 (0.09 percent)

Programs

NASW addresses its mission by advancing the professional knowledge base with the publication of scholarly journals, textbooks and practice guides; formulation and advocacy of sound public policy; enforcement of its professional Code of Ethics; developing professional capacity through its credentials and continuing education programs; and establishing standards for social work practice.

Summary

NASW is a membership organization that seeks to enhance the effective functioning and well being of individuals, families and communities through its work and through its advocacy. NASW also promotes, develops and protects the practice of social work and social workers.

National Council of Negro Women

633 Pennsylvania Avenue NW, Washington, DC 20004, USA
T: 202-737-0120
F: 202-737-0476
E: ncnwinfo@ncnw.org
W: www.ncnw.org

Regions

North America, Africa

Functions/Sectors

Research, Advocacy, health, education, economic empowerment services

Budget

Annual revenue (FY 2006): 6,533,894

Revenue source breakdown

Grants and contracts: $2,716,690

Contributions: $2,112,865

Membership dues 523,354

Rent revenue 717,658

In-kind donations 422,328

Miscellaneous 40,999

Summary

NCNW is a nonprofit membership organization founded in 1935 by Mary McLeod Bethune, a child of slave parents, distinguished educator and government consultant. With a mission to lead, develop and advocate for women of African descent as they support their families and communities, NCNW addresses issues of human welfare and rights through public education, community service and advocacy.

NATIONAL PEACE CORPS ASSOCIATION

1900 L Street NW, Ste. 404, Washington, DC 20036, USA

W: www.peacecorpsconnect.org

Functions/Sectors

Disaster and emergency relief, education, information and communication, membership services, public policy and advocacy

Budget

Annual revenue (FY 2007): $1,334,962

Revenue source breakdown

Contributions: $387,139

Grants: $307,041

Membership: $213,594

Advertising: $226,943

Earned income:$120,146

Donated goods and services: $80,097

Summary

The NPCA is a national network of Returned Peace Corps Volunteers (RPCVs), former Peace Corps staff, and friends of the Peace Corps community that continues to work for world peace, understanding, and well-being, with an emphasis on bringing the world back home. Our goals are: educate the public about other countries and cultures; support the network of Peace Corps alumni and groups; promote domestic and international community service; advance policies and programs consistent with the Peace Corps experience; ensure the continued success of the Peace Corps; mobilize the Peace

Corps community to make a significant contribution toward world peace; and strengthen the NPCA's financial capacity to achieve its mission.

National Wildlife Federation



11100 Wildlife Center Drive, Reston, VA 20190-5362, USA
T: 800-822-9919
W: www.nwf.org

Functions/Sectors

Agriculture, environment, energy and natural, millennium development goals, poverty, sustainable development

Budget

Annual revenue (FY 2008): $88,102
Revenue source breakdown
Contributions from individuals: $48,129
Contributions from foundations and corporations: $16,436
Publications: $22,248
Other: $1,289

Summary

The mission of the National Wildlife Federation (NFW), the nation's largest environmental education and advocacy organization, is to inspire Americans to protect wildlife for our children's future. NWF recognizes that to truly conserve our planet's land, water and wildlife, we must consider natural resources and the realities of development, poverty and other challenges from a global perspective. Through NWF's U.S.- based activism, and team outreach across the globe NWF is educating, inspiring and mobilizing grassroots activists to conserve their world for people and wildlife and to help achieve sustainable development worldwide.

Near East Foundation



90 Broad Street, 15th Fl., New York, NY 10004, USA
T: 212-425-2205
F: 212-425-2350
W: www.neareast.org

Regions

Europe, Africa, Middle East

Functions/Sectors

Water and sanitation, food distribution/nutrition, health

Budget

Annual revenue (FY 2006): $5,969,486
Revenue source breakdown
Contributions: $1,892,250 (31 percent)
Government grants: $1,293,475 (21 percent)
Investments: $13,786 (2 percent)
Other: $2,769,975 (46 percent)

Summary

Conflict, poverty and climate change afflict many communities in northern Africa and the Middle East; for some, they threaten their very survival. Such communities in peril include newly formed settlements of refugees—Iraqis in Jordan and Darfurians in central Sudan—and villages isolated by their environment—Berbers in Morocco's Atlas Mountains and Egyptian farmers relocated from the Nile Delta to the desert near the Aswan Dam. The Near East Foundation, founded in 1915, identifies such communities and mobilizes them into grassroots civil society organizations that find homegrown solutions to community problems. These health committees, parent-teacher councils and farmers associations—advised by NEF—launch programs that precede any government intervention and outlast outside assistance. Local and national authorities often adopt NEF's community-based programs as development models.

THE ONE CAMPAIGN



1400 Eye Street NW, Ste. 601, Washington, DC 20005, USA
T: 202-552-4990
W: www.one.org

Regions

Worldwide

Functions/Sectors

Health, extreme poverty

Budget

Annual revenue (FY 2007): $16,985,374
Revenue source breakdown
Direct public support: $16,866,457
Membership dues and assessments: $1,881
Interest on savings and temporary cash investments: $117,036
Note: Donations to ONE go directly to our awareness raising and advocacy campaign. ONE does not conduct relief and development work in poor countries.

Summary

ONE is Americans of all beliefs and every walk of life - united as ONE - to help make poverty history. We are a campaign of over 2.4 million people and growing from all 50 states and over 100 of America's most well-known and respected nonprofit, advocacy and humanitarian organizations. As ONE, we are raising public awareness about the issues of global poverty, hunger, disease and efforts to fight such problems in the world's poorest countries. As ONE, we are asking our leaders to do more to fight the emergency of global AIDS and extreme poverty. ONE believes that allocating more of the U.S. budget toward providing basic needs like health, education, clean water and food would transform the futures and hopes of an entire generation in the world's poorest countries.

ONE is nonpartisan; there's only one side in the fight against global AIDS and extreme poverty. Working on the ground in communities, colleges and churches across the United States, ONE members both educate and ask America's leaders to increase efforts to fight global AIDS and extreme poverty, from the U.S. budget and presidential elections to specific legislation on debt cancellation, increasing effective international assistance, making trade fair, and fighting corruption. Everyone can join the

fight. The goal of ending poverty may seem lofty, but it is within our reach if we take action together as one. You can start now by joining the ONE Campaign and pledging your voice to the fight against extreme poverty and global AIDS.

Operation USA



3617 Hayden Avenue, Ste. A, Culver City, CA 90232, USA
T: 310-838-3455
F: 310-838-3477
E: info@opusa.org
W: www.opusa.org

Regions

North America, Latin America and Caribbean, Europe, Africa, Asia and Pacific

Functions/Sectors

Disaster response

Budget

Annual revenue (FY 2007): $21,937,368
Revenue source breakdown
Contributions: $21,730,817 (99 percent)
Investments: $204,559 (<1 percent)
Other: $1,992 (<1 percent)

Summary

Operation USA helps communities alleviate the effects of disasters, disease and endemic poverty throughout the world by providing privately-funded relief, reconstruction and development aid. We provide material and financial assistance to grassroots organizations that promote sustainable development, leadership and capacity building, income generating activities, provide education and health services, and advocate on behalf of vulnerable people.

Opportunity International



2122 York Road, Ste. 150, Oak Brook, IL 60523, USA
T: 630-642-4100
F: 630-645-1458
E: getinfo@opportunity.org
W: www.opportunity.org

Regions

Latin America and Caribbean, Europe, Asia and Pacific, Africa

Functions/Sectors

Microfinance

Budget

Annual revenue (FY 2007): $128,074,353
Revenue source breakdown
Direct public support: $58,761,307
Government contributions (grants): $1,340,504

Program service revenue, including government fees and contracts: $69,782,571
Interest on savings and temporary cash investments: $896,689
Dividends and interest from securities: $140,606
Sales of assets: $41,484

Summary

Our mission is to provide opportunities for people in chronic poverty to transform their lives. Our strategy is to create jobs, stimulate small businesses, and strengthen communities among the poor. Our method is to work through indigenous partner organizations that provide small business loans, other financial services, training, and counsel. Our commitment is motivated by Jesus Christ's call to serve the poor. Our core values are respect, commitment to the poor, integrity, and stewardship.

OXFAM AMERICA

226 Causeway Street, 5th Fl., Boston, MA 02114, USA
T: 800-776-9326
F: 617-728-2594
E: info@oxfamamerica.org
W: www.oxfamamerica.org

Regions

North America, Latin America and Caribbean, Africa, Asia

Functions/Sectors

Gender, microfinance, protection

Budget

Annual revenue (FY 2007): $68,303,000
Revenue source breakdown
Contributions: $64,291,000 (94 percent)
Investments: $3,744,000 (5 percent)
Other: $268,000 (1 percent)

Summary

Oxfam America is an international relief and development organization that creates lasting solutions to poverty, hunger, and injustice. Together with individuals and local groups in more than 120 countries, Oxfam saves lives, helps people overcome poverty, and fights for social justice. We are an affiliate of Oxfam International.

PACT

1200 18th Street NW, Ste. 350, Washington, DC 20036, USA
T: 202-466-5666
F: 202-466-5669
E: pact@pacthq.org
W: www.pactworld.org

Regions

Latin America and Caribbean, Africa, Asia and Pacific

Functions/Sectors

Health, microfinance

Budget

Annual revenue (FY 2006): $79,883,452

Revenue source breakdown

Contributions: $30,139 (<1 percent)

Government Grants: $78,982,969 (99 percent)

Investments: $378,186 (<1 percent)

Other: $492,158 (<1 percent)

Mission

To build empowered communities, effective governments and responsible private institutions that give people an opportunity for a better life. We do this by strengthening the capacity of organizations and institutions to be good service providers, represent their stakeholders, network with others for learning and knowledge sharing, and advocate for social, economic and environmental justice. Interdependence, responsible stewardship, inclusion of vulnerable groups, and respect for local ownership and knowledge are core values across all of our programs.

Pan American Development Foundation



1889 F Street NW, 2nd Fl., Washington, DC 20006, USA

T: 202-458-3969

F: 202-458-6316

E: padf-dc@padf.org

W: www.padf.org

Regions

Latin America and Caribbean

Functions/Sectors

Microfinance, health, disaster response

Budget

Annual revenue (FY 2006): $40,577,173

Revenue source breakdown

Contributions: $5,049,510 (12 percent)

Government Grants: $33,602,561 (83 percent)

Other: $1,925,102 (5 percent)

Summary

The Pan American Development Foundation empowers disadvantaged people and communities in Latin America and the Caribbean to achieve sustainable economic and social progress, strengthen their communities and civil society, and prepare for and respond to natural disasters and other humanitarian crises, thereby advancing the principles of the Organization of the American States.

PATH



1455 NW Leary Way, Seattle, WA 98107, USA
T: 206-285-3500
F: 206-285-6619
E: info@path.org
W: www.path.org

Regions

North America, Latin America and Caribbean, Europe, Africa, Asia and Pacific

Functions/Sectors

Health, gender

Budget

Annual revenue (FY 2007): $130,267,329
Revenue source breakdown
Contributions: $99,451,027 (76 percent)
Government grants: $28,200,820 (22 percent)
Investments: $2,615,482 (2 percent)

Mission

To improve the health of people around the world by advancing technologies, strengthening systems, and encouraging healthy behaviors. We meet the complex health needs of an expanding world with this multipronged approach that moves solutions from innovation to impact: supporting new ideas through inception, development, and testing; paving the way for introduction in low-resource countries; and working with governments and communities to integrate and expand the most successful ideas.

Pathfinder International



9 Galen Street, Ste. 217, Watertown, MA 02472, USA
T: 617-924-7200
F: 617-924-3833
W: www.pathfind.org

Regions

Africa, Asia and Pacific, Latin America and Caribbean, Europe, Middle East

Functions/Sectors

Health, gender

Budget

Annual revenue (FY 2007): $107,939,887
Revenue source breakdown
Contributions: $18,667,669 (17 percent)
Government grants: $89,011,594 (82 percent)
Investments: $260,624 (1 percent)

Summary

Pathfinder International believes that reproductive health is a basic human right. When parents can choose the timing of pregnancies and the size of their families, women's lives are improved and children

grow up healthier. Pathfinder International provides women, men, and adolescents throughout the developing world with access to quality family planning and reproductive health information and services. Pathfinder works to halt the spread of HIV/AIDS, to provide care to women suffering from the complications of unsafe abortion, and to advocate for sound reproductive health policies.

PCI-Media Impact



777 United Nations Plaza, 5th Fl., New York, NY 10017, USA
T: 212-687-3366
F: 212-661-4188
E: info@pci-mediaimpact.org
W: www.population.org

Regions

Asia and Pacific, Latin America and Caribbean

Functions/Sectors

Telecommunications

Budget

Annual revenue (FY 2006): $997,994
Revenue source breakdown
Contributions and grants: $869,219 (87 percent)
Investments: $62,945 (6 percent)
Other: $65,830 (7 percent)

Mission

Improve health, promote human rights and bring social advancement through the use of creative media.

Perkins International



175 North Beacon Street, Watertown, MA 02472, USA
T: 617-924-3434
E: info@perkins.org
W: www.perkins.org/international

Regions

Asia, Africa, North America, Latin America and Caribbean, Central and Eastern Europe, Middle East

Functions/Sectors

Advocacy, education

Budget

Annual revenue (FY 2008): $58,599,514
Revenue source breakdown
Tuition: $27,970,511 (47.7 percent)
Investment income: $2,733,045 (4.7 percent)
Sale of materials for the blind: $5,883,807 (10.0 percent)
Unrestricted contributions: $3,502,816 (6.0 percent)

Net assets released from restriction: $2,939,239 (5.0 percent)
Library services: $2,354,208 (4.0 percent)
Government grants and resources: $1,958,319 (3.3 percent)
Private grants and resources: $1,434,393 (2.4 percent)
Unrestricted gifts and legacies: $639,232 (1.1 percent)
Other private resources: $774,313 (1.3 percent)
Other government grants and resources*: $1,746,223 (3.0 percent)
Other non-operating resources: $6,309,185 (10.8 percent)
Income from outside trusts: $354,223 (0.7 percent)

Summary

Perkins International is committed to providing education and services that build productive, meaningful lives for children and adults around the world who are blind, deaf blind or visually impaired with or without other disabilities.

Physicians for Human Rights



2 Arrow Street, Ste. 301, Cambridge, MA 02138, USA
T: 617-301-4200
F: 617-301-4250
W: www.physiciansforhumanrights.org

Regions

Latin America and Caribbean, Africa

Functions/Sectors

Health

Budget

Annual revenue (FY 2006): $4,173,452
Revenue source breakdown
Contributions: $928,265 (22 percent)
Government grants: $2,919,349 (70 percent)
Investments: $227,211 (5 percent)
Other: $98,627 (3 percent)

Summary

Physicians for Human Rights mobilizes health professionals to advance health, dignity, and justice and promotes the right to health for all. Harnessing the specialized skills, rigor, and passion of doctors, nurses, public health specialists, and scientists, PHR investigates human rights abuses and works to stop them.

Physicians for Peace



229 W. Bute Street, Ste. 200, Norfolk, VA 23510, USA
T: 757-625-7569
F: 757-625-7680
E: info@physiciansforpeace.org
W: www.physiciansforpeace.org

Regions

Africa, Asia and Pacific, Europe, Middle East, Latin America and Caribbean

Functions/Sectors

Health, education

Budget

Annual revenue (FY 2007): $23,043,257

Revenue source breakdown

Contributions: $21,066,304 (91 percent)

Investments: $1,529,627 (7 percent)

Other: $447,326 (2 percent)

Summary

The developing world carries 90 percent of the global disease burden yet has only 10 percent of the medical resources, according to the United Nations Foundation. Physicians for Peace provides medical education and training, clinical care, and donated medical supplies to developing countries with unmet needs and scarce resources.

Physicians for Peace holds no religious or political affiliations, showing compassion and respect to members of all nations. Physicians for Peace fully embraces the United Nations Millennium Development Goals to meet the needs of the world's poorest by 2015 and advance international development.

PLAN USA



1730 Rhode Island Avenue NW, 11th Fl., Washington, DC 20036, USA

T: 202-223-8325

E: DonorRelations@planusa.org

W: www.planusa.org

Regions

Latin America and Caribbean, Africa, Asia and Pacific, Europe

Functions/Sectors

Food distribution/nutrition, education, health

Budget

Annual revenue (FY 2007): $51,791,532

Revenue source breakdown

Contributions: $30,299,095 (58.5 percent)

Government grants: $19,123,690 (37 percent)

Investments: $1,626,181 (3 percent)

Other: $742,566 (1.5 percent)

Summary

Plan is a child-centered organization. We work at the grassroots level with the active participation of children, their families and their communities. We involve children in all aspects of our programs. Projects are planned, implemented, and their results are evaluated at the level of the child. Families and communities contribute as much as they can of their time, labor, and their funds—a value that can amount to more than half of project costs. Designing programs at the level of the child, we can better

see the complex web of causes and effects that impact a child's life, and respond with programs in five interrelated areas—Growing Up Healthy, Learning, Habitat, Livelihood, and Building Relationships.

Population Action International

1300 19th Street NW Ste. 200, Washington, DC 20036, USA
T: 202-557-3400
F: 202-728-4177
E: pai@popact.org
W: www.populationaction.org

Regions

Latin America and Caribbean, Africa, Asia and Pacific, Europe

Functions/Sectors

Health, gender

Budget

Annual revenue (FY 2006): $4,882,976

Revenue source breakdown

Contributions and grants: $4,130,009 (84.5 percent)
Investments: $735,105 (15 percent)
Other: $17,862 (.5 percent)

Summary

Population Action International (PAI) is an independent policy advocacy group working to strengthen political and financial support worldwide for population programs grounded in individual rights. Founded in 1965, PAI is a private, nonprofit group and accepts no government funds.

Population Action International works to improve individual well-being and preserve global resources by mobilizing political and financial support for population, family planning and reproductive health policies and programs.

Population Communication International

1250 E Walnut St., Ste. 220 Pasadena, CA 91106 USA
T: 626-793-4750
F: 626-793-4791
E: popcommla@aol.com

Regions

Bangladesh, Brazil, Egypt, India, Indonesia, Mexico, Niger, Nigeria, Pakistan, Philippines, Thailand

Functions/Sectors

Population and family planning, public policy and advocacy

Budget

$550,000

Summary

Population Communication was established in 1977 to assist governments in developing quality family planning and women's reproductive health programs, and to determine the most efficient path to achieving population stabilization. Population Communication conveys population messages to

national leaders, and actively explores solutions to the population problem. Population Communication develops television and motion picture screenplays with family planning and population themes, informs doctors about the latest contraceptive techniques and obtains support for population stabilization policies from heads of government. Population Communication also develops child survival projects, studies the link between population and the environment, and promotes programs that improve the status of women. Population Communication supports immigration reform.

Presbyterian Disaster Assistance and Hunger Program

100 Witherspoon Street, Louisville, KY 40202-1396, USA
T: 888-728-7228, 502-569-5000
F: 502-569-8005
E: PresbyTel@pcusa.org
W: www.pcusa.org

Regions

Africa sub-Saharan, East Asia and Pacific, Europe and Central Asia, Latin America and Caribbean, Middle East and North Africa, Afghanistan, Albania, Bahamas, Bangladesh, Belgium, Bolivia, Bosnia, Brazil, Cambodia, Cameroon, Chile, China, Colombia, Congo, Croatia, Cuba, Czech Republic, Democratic Republic of Congo, Dominican Republic, East Timor, Egypt, El Salvador, Eritrea, Ethiopia, Ghana, Guatemala, Haiti, Honduras, Hungary, India, Indonesia, Iraq, Ireland, Israel, Jamaica, Japan, Kenya, Korea, Kosovo, Lebanon, Lesotho, Madagascar, Malawi, Mexico, Mozambique, Myanmar, Nepal, Nicaragua, North Korea, Oman, Pakistan, Peru, Philippines, Poland, Romania, Russia, Rwanda, Sierra Leone, South Africa, South Korea, Sudan, Thailand, Venezuela, Vietnam, Zambia, Zimbabwe

Functions/Sectors

Disaster and emergency relief, HIV/AIDS, membership services, public policy and advocacy, refugees and displacement

Budget

Annual revenue (FY 2006): 85,976,231
Revenue source breakdown
Basic mission support
Shared mission support: $11,567,671
Directed mission support: $4,300,998
Churchwide special offerings
Christmas joy: $4,987,578
One Great Hour of sharing: $8,245,099
Peacemaking: $1,177,333
Pentecost: $863,861
Witness: $32,465
ER specific appeals
Emergency and disaster relief: $3,783,911
Additional giving offering, ECO: $6,763,268
Mission initiative Joining Hearts and Hands: $1,715,355

Special missionary support: $353,292
Hunger: $514,417
Theological Education Fund: $1,888,936
Additional forms of giving
Presbyterian Women: $1,024,381
Bequests and annuities: $1,228,305
Other gifts: $19,932
Validated mission support: $215,246
Grants from outside foundations: $2,751,174
Interest and dividends
PC(USA) restricted endowment funds: $7,201,177
PC(USA) unrestricted endowment funds: $8,049,365
Presbyterian Mission program fund: $368,333
Outside trusts: $1,353,691
Jinishian fund: $2,015,821
Short-term investments: $2,297,509
Other
Partner churches and other: $651,060
Hubbard Press: $45,000
Sales curriculum: $2,676,332
Sales program services and MEP: $7,706,775
Sales resources: $1,976,353
Other income: $201,593

Summary

Presbyterian Disaster Assistance and Hunger Program are two organizationally specific programs existing as part of the Worldwide Ministries of the Presbyterian Church (USA) whose mission is: To empower the church, in each place, to share transforming power with all people through partnership and mutuality with the worldwide body of Christ.

PROJECT HOPE



255 Carter Hall Lane, Millwood, VA 22646, USA
T: 800-544-4673
E: HOPE@projecthope.org
W: www.projecthope.org

Regions

Latin America and Caribbean, Europe, Africa, Middle East, Asia and Pacific

Functions/Sectors

Health, education

Budget

Annual revenue (FY 2007): $182,602
Revenue source breakdown
Contributions: $167,082 (91,5 percent)

Government grants: $11,245 (6 percent)
Other: $4,275 (2.5 percent)

Summary

Project HOPE is unique among international organizations in that we have always worked across the health spectrum in a wide variety of settings—from the family and community levels to the tertiary care level—training traditional birth attendants and community health volunteers where resources are limited and cardiac surgeons and biomedical engineers where technology is appropriate. Though the challenges have evolved, Project HOPE remains as committed as ever to addressing the world's new health threats by playing a leadership role—forging new alliances among those on the frontlines of health and together seek new solutions.

Mission

To achieve sustainable advances in health care around the world by implementing health education programs and providing humanitarian assistance in areas of need.

PROLITERACY WORLDWIDE

1320 Jamesville Avenue, Syracuse, NY 13210, USA
T: 315-422-9121
F: 315-422-9121
E: info@proliteracy.org
W: www.proliteracy.org

Regions

Africa sub-Saharan, East Asia and Pacific, Latin America and Caribbean, Middle East and North Africa, South Asia, Afghanistan, Argentina, Bangladesh, Bolivia, Cambodia, Cameroon, Chile, China, Colombia, Cuba, Democratic Republic of Congo, Dominican Republic, Ecuador, Egypt, El Salvador, Ethiopia, Ghana, Guatemala, Guinea, Haiti, Honduras, India, Indonesia, Jordan, Kenya, Laos, Lesotho, Liberia, Madagascar, Malaysia, Mali, Mauritania, Mexico, Morocco, Namibia, Nepal, Niger, Nigeria, Pakistan, Paraguay, Peru, Philippines, Rwanda, South Africa, Sudan, Tanzania, Thailand, Uganda, West Bank, Zambia, Zimbabwe

Functions/Sectors

Economic growth and development, education, environment, energy and natural, gender & diversity, health, HIV/AIDS, human rights, peacebuilding, peacekeeping

budget:

Annual revenue (FY 2006):

Summary

ProLiteracy Worldwide is represented in 51 developing countries as well as in the United States and serves more than 350,000 adult new learners around the world each year. Its purpose is to sponsor educational programs and services to empower adults and their families by assisting them to acquire the literacy practices and skills they need to function more effectively in their daily lives and participate in the transformation of their societies. Its publishing division, New Readers Press, produces and distributes approximately 500 titles of adult educational books and materials to literacy

organizations, schools, libraries, and other institutions nationwide. New Readers Press also publishes News for You, a weekly newspaper for adult new readers, which is read by 90,000 adult learners.

Refugees International



2001 S Street NW, Ste. 700, Washington, DC 20009, USA
T: 202-828-0110
F: 202-828-0819
E: ri@refintl.org
W: www.refugeesinternational.org

Regions

Africa, Asia and Pacific, Latin America and Caribbean, Middle East

Functions/Sectors

Water and sanitation, food distribution/nutrition, shelter, health, camp coordination and management, gender, education, protection

Budget

Annual revenue (FY 2006): $3,203,762
Revenue source breakdown
Contributions and grants: $3,139,838 (98 percent)
Investments: $45,769 (1.5 percent)
Other: $18,155 (.5 percent)

Summary

Refugees International generates lifesaving humanitarian assistance and protection for displaced people around the world and works to end the conditions that create displacement.

Relief International



1575 Westwood Blvd., Ste. 200, Los Angeles, CA 90024, USA
T: 800-573-3332
F: 310-478-1212
E: info@ri.org
W: www.ri.org

Regions

Middle East, Europe, Asia, Africa

Functions/Sectors

Health, education, shelter, protection, food distribution/nutrition

Budget

Annual revenue (FY 2006): $19,309,300
Revenue source breakdown
Contributions: $15,674,830 (81 percent)
Government grants: $3,586,423 (18.5 percent)
Other: $6,839 (<1 percent)
Notes: posted an investment loss of: $41,238

Summary

Relief International, (RI) is a humanitarian nonprofit agency that provides emergency relief, rehabilitation, development assistance, and program services to vulnerable communities worldwide. RI is solely dedicated to reducing human suffering and is nonpolitical and nonsectarian in its mission. RI's mission is to

- Serve the needs of the most vulnerable—particularly women and children, victims of natural disasters & civil conflicts, and the poor—with a specific focus on neglected groups and cases.
- Provide holistic, multisectoral, sustainable, and pro-poor programs that bridge emergency relief and long-term development at the grassroots level.
- Empower communities by building capacity and by maximizing local resources in both program design and implementation.
- Promote self-reliance, peaceful coexistence, and reintegration of marginalized communities.
- Protect lives from physical injury or death or psychological trauma where present.
- Uphold the highest professional norms in program delivery, including accountability to beneficiaries and donors alike.

RESOLVE UGANDA



211 8th Street NE, Washington, DC 20002, USA
T: 202-548-2517
F: 202-548-2518
E: info@resolveuganda.org
W: www.resolveuganda.org

Regions

Uganda

Budget

Annual revenue (FY 2007): $94,830

Revenue source breakdown

Member organizations: $32,700 (34 percent)
Grants: $15,000 (16 percent)
Private contributions: $47,070 (49 percent)
Interest: $60 (1 percent)

Summary

Statement of purpose: Resolve Uganda works to get U.S. political leaders to take the steps that will permanently end the war in northern Uganda. To advance its mission to permanently end the war in northern Uganda, Resolve Uganda utilizes three primary program areas:

- Research and reporting: resolve Uganda conducts field research and consults with partners in Uganda to develop policy reports and its advocacy agenda.
- Grassroots mobilization: resolve Uganda organizes thousands of supporters across the country to participate in local and national advocacy campaigns (see attached report on 2008 Lobby Days for Northern Uganda).
- Education of policymakers: resolve Uganda conducts media outreach, holds events and meets directly with policymakers in Washington, DC, to influence U.S. policy (see attached press release).

RESULTS



750 First Street NE, Ste. 1040, Washington, DC 20002, USA
T: 202-783-7100
F: 202-783-2818
E: results@results.org
W: www.results.org

Regions

Australia, Canada, Germany, Japan, United Kingdom

Functions/Sectors

Public policy and advocacy

Budget

Annual revenue (FY 2007): $436,019
Revenue source breakdown
Grants and contributions: $425,479
Special events: $6,755
Royalties: $6,819
Other income: $387

Summary

Begun in 1980, the purpose of RESULTS is to create the political will to end hunger and the worst aspects of poverty, and to heal the break between people and government. Against the background of silent indifference toward our elected officials, the voices of committed citizens can make an enormous difference. Working with its international RESULTS partners in Australia, Canada, Germany, Japan, Mexico and the UK, RESULTS has had a widespread impact in creating the political will to end hunger and poverty by beginning a movement for the health and well-being of children everywhere.

Salvation Army World Service Office



615 Slaters Lane, P.O. Box 1428, Alexandria, VA 22313, USA
T: 703-684-5528
F: 703-684-5536
E: sawso@usn.salvationarmy.org
W: www.sawso.com

Regions

Angola, Argentina, Bangladesh, Brazil, Congo, Democratic Republic of Congo, Ecuador, El Salvador, Georgia, Ghana, Honduras, India, Kenya, Liberia, Malawi, Mexico, Mozambique, Niger, Nigeria, Pakistan, Paraguay, Philippines, Russia, Rwanda, South Africa, Tanzania, Uganda, Zambia, Zimbabwe

Functions/Sectors

Disaster response, gender equality

Budget

Annual revenue (FY 2007): $36,121,571
Revenue source breakdown
Contributions: $33,261,395
Interest on savings and temporary cash investments: $751,579

Dividends and interests from securities: $42,530
Other: $2,066

Summary

Support and strengthen the Salvation Army's efforts to work hand in hand with communities to improve the health, economics, and spiritual conditions of the poor throughout the world. The Salvation Army World Service Office provides financial and technical assistance to the international Salvation Army in support of its work in a variety of programs including education, health services, relief and disaster services, and community development. It also assists The Salvation Army in developing community-based initiatives that address the underlying causes of poverty in developing countries.

Save the Children

54 Wilton Road, Westport, CT 06880, USA
T: 800-728-3843 (8:00AM - 5:00PM EDT)
E: twebster@savechildren.org
W: www.savethechildren.org

Regions

North America, Latin America and Caribbean, Middle East, Asia, Africa

Functions/Sectors

Education, health, protection, food distribution/nutrition

Budget

Annual revenue (FY 2007): $356,240,000
Revenue source breakdown
Contributions: $158,819,000 (45 percent)
Government grants: $111,114,000 (31 percent)
Other: $86,307,000 (24 percent)

Summary

Save the Children is the leading independent organization creating real and lasting change for children in need in the United States and around the world. It is a member of the International Save the Children Alliance, comprising 28 national Save the Children organizations working in more than 110 countries to ensure the well-being of children.

SEVA Foundation

1786 Fifth Street, Berkeley, CA 94710, USA
T: 877-764-7382
F: 510-845-7410
E: info@seva.org
W: www.seva.org

Regions

North America, Latin America and Caribbean, Asia and Pacific, Africa

Functions/Sectors

Health, education

Budget

Annual revenue (FY 2007): $5,386,000

Revenue source breakdown

Contributions: $3,987,337 (74 percent)

Government grants: $106,640 (2 percent)

Investments: $413,160 (8 percent)

Other: $878,863 (16 percent)

Summary

Our programs serve people who have been economically, politically, or otherwise marginalized. We change our program approach to relate to their culture and circumstances, reaching out in very different ways, for example, to nomads in Tibet, women in Tanzania, or indigenous Mayans in Guatemala. Our aim is to build a bridge of compassion between our donors and the people we serve—people around the world who have the fewest resources. Seva embraces an expanded concept of health, recognizing that spiritual and cultural renewal, economic self-sufficiency, and basic civil and human rights are as important to well-being as medical care. Seva's programs foster self-reliance and aim to reduce dependence on outside assistance. In the communities where we work, we share skills and technology appropriate for local conditions, assist local decision-making, and help launch projects that will become financially self-sufficient. This transfer of knowledge enables communities to care for their own, now and into the future. We form long-term partnerships with those we serve. By developing close relationships with local organizations and community leaders, we build trust, mutual respect and cultural understanding. We honor the ability of communities to define their own solutions to the challenges they face.

SHARE Foundation



598 Bosworth Street #1, San Francisco, CA 94131, USA

T: 415-239-2595

F: 415-239-0785

E: sharesf@share-elsalvador.org

W: www.share-elsalvador.org

Regions

Latin America and Caribbean, specifically El Salvador

Functions/Sectors

Health, education, gender

Budget

Annual revenue (FY 2006): $816,431

Revenue source breakdown

Contributions: $343,965 (42 percent)

Government grants: $308,878 (38 percent)

Other: $163,516 (20 percent)

Summary

Focusing on El Salvador, SHARE works to: forge community-to-community links between North Americans, faith communities, Salvadorans in the United States, and economically marginalized

Salvadoran communities; assist communities working for human rights, civil liberties, sustainable environments, dignified lives, and freedom from want; advocate for the inclusion of the economically marginalized in conversations and decisions involving their economic future; and improve economic, educational, and human rights of women.

Society for International Development



1875 Connecticut Avenue NW, Ste. 720, Washington, DC 20009, USA
T: 202-884-8590
E: generalinquiries@sidw.org
W: www.sidw.org

Functions/Sectors

Agriculture, education, gender & diversity, governance, health, HIV/AIDS, information and communication, peacebuilding, public policy and advocacy, rural development

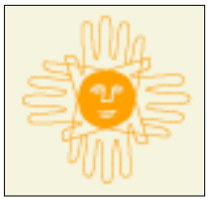
Budget

Annual revenue (FY 2007): $452,347
Revenue source breakdown
Program service revenue, including government fees and contracts: $275,650
Membership dues and assessments: $171,832
Interest on savings and temporary cash investments: $4,865

Summary

The Society for International Development (SID), a not-for-profit founded in Washington, DC in 1957, is a global forum of individuals and institutions concerned with sustainable economic, social, and political development. Today, SID has members in 125 countries and over 65 local chapters worldwide -with the largest chapter in Washington, DC SID operates with a holistic, multidisciplinary, and multisectoral approach to development. Taking full advantage of its location in the policy capital of the international development community, SID-Washington is the most active chapter worldwide and is often referred to as the flagship of the organization.

Solar Cookers International



1919 21st Street #101, Sacramento, CA 95811, USA
T: 916-455-4499
F: 916-455-4498
E: info@solarcookers.org
W: www.solarcookers.org

Regions

Ethiopia, Kenya, Tanzania, Zimbabwe

Functions/Sectors

Education, Public policy and advocacy, refugees and displacement

Budget

Annual revenue (FY 2007): $855,846
Revenue source breakdown
Gifts: $675,299

Grants: $74,577
Sales$93,760
Other: $8,977
Interest: $3,233

Summary

The mission of Solar Cookers International is to assist communities to use the power of the sun to cook food and pasteurize water for the benefit of people and environments.

STOP HUNGER NOW



2501 Clark Avenue, Ste. 301, Raleigh, NC 27607, USA
T: 888-501-8440
F: 919-839-8971
E: info@stophungernow.org
W: www.stophungernow.org

Regions

North America, Latin America and Caribbean, Europe, Africa, Middle East, Asia and Pacific

Functions/Sectors

Health, food distribution/nutrition

Budget

Annual revenue (FY 2007): $8,271,730
Revenue source breakdown
Direct public support: $8,253,014
Interest on savings and temporary cash investments: $15,913
Dividends and interest from securities: $803
Sales of assets: $2,000

Summary

Established in 1998, Stop Hunger Now is a 501 (c) 3 nongovernmental relief organization that coordinates food and medical aid projects across the globe. Our mission is to provide the maximum amount of food and life saving aid to the maximum number of the most poor and hungry throughout the world in the most rapid, efficient and effective manner. Stop Hunger Now provides direct food relief in crisis areas and in areas where chronic hunger and malnutrition exists. Our innovative model of developing international partnerships, as well as working with indigenous organizations, has created a responsive, timely method of distributing needed resources.

SUPPORT GROUP TO DEMOCRACY

Regions

Cuba

Summary

To encourage and support the people of Cuba in their efforts to establish a democratic society by helping the dissident movement inside Cuba with humanitarian aid. The organization has provided over 150,000 pounds of food and medication to the Cuban people, mainly to political prisoners, ex-political prisoners and their families, democracy activists, and members of fraternal and religious

groups, through nongovernment channels. The aid has been distributed to the general population through almost two hundred independent groups within the island. GAD has established distribution centers for the humanitarian aid in over 170 Cuban municipalities, supplying medications, clothing, medical equipment, and informational materials of a nonsectarian nature promoting human rights, technical training, family relations, and other moral and ethical values.

Transparency International - USA

1023 15th Street NW, Ste. 300, Washington, DC 20005, USA
T: 202-589-1616
F: 202-589-1512
E: administration@transparency-usa.org
W: www.transparency.org/regional_pages/americas

Budget

Annual revenue (FY 2007): $1,786,512
Revenue source breakdown
Contributions: $642,521
Bequest: $1,107,700
Investment income: $13,227
In-kind contributions: $23,064
Net assets released from donor restrictions: $19,944

Summary

For those who work to improve the lives of the poor around the world, corruption perpetually threatens to undo their efforts. Development assistance donors, humanitarian assistance organizations, and philanthropists all recognize that corruption is not only a cause of poverty but also a "cancer" on their work. It is the single greatest barrier to aid effectiveness. Corruption raises the costs of education, nutrition, clean water, and health care, often denying citizens access to these essential public services. Corruption impedes investment, undermines economic growth and denies citizens the benefits of open markets and global trade. When government is for sale, it destroys public trust in democratic institutions and destabilizes societies with serious implications for peace and security worldwide.

Trickle Up Program

104 W 27th Street, 12th Fl., New York, NY 10001-6210, USA
T: 212-255-9980, 866-246-9980
F: 212-255-9974
E: daynellew@trickleup.org
W: www.trickleup.org

Regions

Bangladesh, Benin, Bolivia, Burkina Faso, Cambodia, China, Dominican Republic, El Salvador, Ethiopia, Guatemala, Haiti, Honduras, India, Indonesia, Kenya, Malawi, Mali, Myanmar, Nepal, Nicaragua, Niger, Pakistan, Peru, Philippines, Rwanda, Sierra Leone, South Africa, Tanzania, Thailand, Uganda

Functions/Sectors

Agriculture, strengthening civil society, disaster and emergency relief, education, HIV/AIDS, refugees and displacement, rural development, urban development

Budget

Annual revenue (FY 2008): $4,336,277

Revenue source breakdown

Contributions: $2,875,660

Government grants and contracts: $490,163

Donated services and materials: $47,017

Fundraising event income: $817,714

Interest income - operating accounts: $4,258

Appropriation from board designated endowment: $70,742

Other income: $30,723

Summary

The mission of the Trickle Up Program is to help the lowest income people worldwide take the first step up, out of poverty, by providing conditional seed capital and business training essential for the launch of a microenterprise. This proven social and economic empowerment model is implemented in partnership with local agencies.

U.S. Committee for Refugees and Immigrants



1717 Massachusetts Avenue NW, 2nd Fl., Washington, DC 20036, USA

T: 202-347-3507

F: 202-347-7177

W: www.refugees.org

Regions

Latin America and Caribbean, Europe, Middle East, Africa, Asia and the Pacific

Functions/Sectors

Refugees, immigrants

Budget

Annual revenue (FY 2006): $19,330,475

Revenue source breakdown

Contributions: $1,446,688 (7.5 percent)

Government grants: $16,905,312 (87.5 percent)

Investments: $97,757 (.5 percent)

Other: $880,718 (4.5 percent)

Summary

To address the needs and rights of persons in forced or voluntary migration worldwide by advancing fair and humane public policy, facilitating and providing direct professional services, and promoting the full participation of migrants in community life.

U.S. Committee for UNDP

PO Box 65345, Washington, DC, 20035, USA
T: 202-558-7104
F: 202-558-7105
E: info@undp-usa.org
W: www.undp-usa.org

Regions

Latin America and Caribbean, Europe, Middle East, Africa, Asia

Functions/Sectors

Water and sanitation, food distribution/nutrition, health, gender, microfinance, education

Budget

Annual revenue (FY 2006): $1,455,359
Revenue source breakdown
Contributions: $1,451,023 (99.5 percent)
Investments: $4,336 (.5 percent)

Summary

UNDP-USA strives to educate Americans about UNDP's crucial role in international development, provide a forum to discuss how America can best provide support and leadership to the UN Development system, and coordinate that support. We do this by:

- Educating the policy community about the importance of UNDP to achieving American development objectives, the value of UNDP partnerships, specific ways America can support UNDP.
- Building partnerships between UNDP and corporate leaders with an interest in international development.
- Engaging individual American citizens who wish to support UNDP.

U.S. Fund for UNICEF (United Nations Children's Fund)

125 Maiden Lane, New York, NY 10038, USA
T: 800-486-4233
W: www.unicefusa.org

Regions

Latin America and Caribbean, Africa, Asia, Europe, Middle East

Functions/Sectors

Water and sanitation, food distribution/nutrition, health, education

Budget

Annual revenue (FY 2007): $372,131,340
Revenue source breakdown
Contributions: $362,919,865 (97.5 percent)
Investments: $5,884,771 (1.5 percent)
Other: $3,326,704 (1 percent)

Summary

The U.S. Fund for UNICEF was founded in 1947 to support the work of the United Nations Children's Fund (UNICEF) by raising funds for its programs and increasing awareness of the challenges facing

the world's children. The oldest of 37 national committees for UNICEF worldwide, we are part of a global movement to save, protect and improve children's lives. In cooperation with governments and nongovernmental organizations (NGOs), UNICEF helps develop community-based programs to promote health and immunization programs, basic education, nutrition, safe water supply and sanitation services, and continues to provide emergency relief as needed.

U.S. Institute for Peace



1200 17th Street NW, Washington, DC 20036, USA
T: 202-457-1700
F: 202-429-6063
E: lsucher@usip.org
W: www.usip.org

Regions

North America

Functions/Sectors

Peace studies and conflict resolution

Summary

The United States Institute of Peace is an independent, nonpartisan, national institution established and funded by Congress. Its goals are to help: prevent and resolve violent international conflicts, promote postconflict stability and development, and increase conflict management capacity, tools, and intellectual capital worldwide. USIP does this by empowering others with knowledge, skills, and resources, as well as by directly engaging in peacebuilding efforts around the globe.

Unitarian Universalist Service Committee



689 Massachusetts Avenue, Cambridge, MA 02139-3302, USA
T: 617-868-6600
F: 617-868-7102
E: programs@uusc.org
W: www.uusc.org

Regions

North America, Africa, Asia, Latin America and Caribbean

Functions/Sectors

Water and sanitation, environmental and economic justice, rights in humanitarian crisis

Budget

Annual revenue (FY 2006): $18,372,194

Revenue source breakdown

Contributions: $778,503 (4 percent)

Investments: $14,406,655 (79 percent)

Other: $3,187,036 (17 percent)

Summary

The UUUSC advances human rights and social justice around the world, partnering with those who confront unjust power structures and mobilizing to challenge oppressive policies.

United Methodist Committee on Relief



475 Riverside Drive, Room 330, New York, NY 10115, USA
T: 800-554-8583
E: umcor@gbgm-umc.org
W: www.umcor.org

Regions

Africa, Asia, Middle Ease, Latin America and Caribbean

Functions/Sectors

Health, camp coordination and management, food distribution/nutrition

Budget

Annual revenue (FY 2006): $68,498,812
Revenue source breakdown
Contributions: $24,886,832 (36 percent)
Government grants: $36,675,726 (54 percent)
Investments: $5,163,271 (7 percent)
Other: $1,772,983 (3 percent)

Summary

UMCOR is the humanitarian relief and development agency of the United Methodist Church, a worldwide denomination. Compelled by Christ, UMCOR responds to natural or human made disasters—those interruptions of such magnitude that they overwhelm a community's ability to recover on its own. UMCOR's mission is to alleviate human suffering. We provide practical, proactive support to the most vulnerable survivors of chronic or temporary emergencies due to natural or civil causes.

United States Association for UNHCR



1775 K Street NW Ste. 290, Washington, DC 20006, USA
T: 202-296-1115
F: 202-296-1081
E: info@usaforunhcr.org
W: www.usaforunhcr.org

Regions

North America

Functions/Sectors

Camp coordination and management

Budget

Annual revenue (FY 2006): $6,627,944
Revenue source breakdown
Contributions: $2,946,616 (44 percent)
Government grants: $3,660,331 (55.5 percent)
Investments: $20,997 (0.5 percent)

Summary

Established by concerned American citizens, USA for UNHCR, a 501(c)(3) nonprofit organization, builds support in the United States for the humanitarian work of the UN Refugee Agency (UNHCR).

Our mission is to inform Americans about the plight of refugees and advocate for their protection. We want to give individual Americans, frustrated by the growing refugee crisis and their own inability to do something to help, a way to put action behind their words. UNHCR provides protection, shelter, emergency food, water, medical care and other life-saving assistance to over 19 million people worldwide, who have been forced to flee their homes due to war and persecution. When possible, UNHCR helps refugees and other displaced people return to their homes voluntarily, safely, and with dignity. When return is not possible, the agency assists with local integration, or resettlement to a third country.

United Way International



701 North Fairfax St, Alexandria, VA 22314-2045, USA
T: 703 519 0092
F: 703 519 0097
E: worldwide@unitedway.org
W: www.unitedway.org/worldwide

Regions

Worldwide

Functions/Sectors

Donations

Budget

Annual revenue (FY 2007): $34,800,602
Revenue source breakdown
Contributions: $32,914,083
Fees: $1,152,637
Investment income: $622,254
World Assembly: $25,000
Donated services: $85,548
Other income: $1,080

Summary

UWI helps build the capacity of communities, outside the US, to help themselves and improve the quality of life for their people. UWI provides leadership in the voluntary sector, connecting those who have time, talent and treasure with those who need these resources. In addition, we validate the quality and legitimacy of community building efforts.

Veterans for America



1025 Vermont Avenue NW, 7th Fl., Washington, DC 20005, USA
T: 202-483-9222
F: 202-483-9312
E: awillis@veteransforamerica.org
W: www.veteransforamerica.org

Regions

North America, Central America, Asia

Functions/Sectors

Other

Summary

Veterans for America is an advocacy and humanitarian organization. The primary mission of VFA is to ensure that our country meets the needs of service members and veterans who have served in Operation Enduring Freedom (OEF) and Operation Iraqi Freedom (OIF). VFA focuses specifically on the signature wounds these conflicts: psychological traumas and traumatic brain injuries. VFA concentrates much of its attention on the needs of those who are currently serving in the military since the majority of those who have seen combat in Iraq and Afghanistan are still in the military and under the care of the Department of Defense.

VETERANS SUPPORT FOUNDATION

(*Formerly* Vietnam Veterans Assistance Fund)
8605 Cameron Street, Ste. 400, Silver Spring, MD 20910, USA
T: 800-882-1316 ext 126
E: info@vvafund.org
W: www.vvafund.org

Regions

North America

Functions/Sectors

Veterans' advocacy

Budget

Annual revenue (FY 2006): $685,761
Revenue source breakdown
Contributions: $420,636 (61 percent)
Government grants: $171,284 (25 percent)
Other: $101,232 (14 percent)
Notes: Posted an investment loss of: $7,391

Summary

The Vietnam Veterans Assistance Fund is a 501 (c) (3) Nonprofit humanitarian and educational organization founded to improve the quality of life for deserving veterans and their families. The Fund's office is located in Silver Spring, Maryland. The main objectives of the fund are to: help fund non profit organizations in support of veteran related projects throughout the United States; assist disabled veterans and their qualifying dependents and family members; assist and provide transitional and permanent housing for homeless and at risk veterans; enrich the lives of all veterans and their families. Established in 1991, the Vietnam Veterans Assistance Fund was founded by and

for veterans. The Fund is committed to serving today's needy veterans and their families by awarding grants to organizations that address essential housing, education and medical needs.

Volunteer Association for Bangladesh



122 Taxter Road, P.O. Box 234 Irvington, NY 10533, USA
T: 914-591-8635
E: info@vabonline.org
W: www.vabonline.org

Regions

Bangladesh

Functions/Sectors

Education

Summary

VAB strives for quality education and training and a better life for underprivileged youth of rural Bangladesh. To fulfill this mission, VAB undertakes the following activities in Bangladesh: promoting quality secondary education, improving educational facilities in poor areas, promoting computer literacy and training, and supporting higher education of underprivileged meritorious students.

Water Aid America



232 Madison Avenue, Ste. 1202, New York, NY 10016, USA
T: 212-683-0430
F: 212-683-0293
W: www.wateraidamerica.org

Regions

Bangladesh, Burkina Faso, Ethiopia, Ghana, India, Madagascar, Malawi, Mali, Mozambique, Nepal, Nigeria, Pakistan, Papua New Guinea, Tanzania, Timor-Leste, Uganda, Zambia

Budget

Annual revenue (FY 2008): $2,726,893
Revenue source breakdown
Contributions, foundations and corporations: $2,303,913
Contributions, individuals and others: $207,382
Contributed services, materials and facilities: $15,402
Special events (net of expenses): $130,722
Investment income: $69,474

Summary

WaterAid's mission is to improve poor people's lives by enabling them to gain access to safe water, sanitation and hygiene education. Its vision is of a world where everyone has access to safe water and sanitation. WaterAid is the world's leading champion of safe water, effective sanitation, and hygiene promotion. We aim to help one million people gain access to water and 1.5 million gain access to sanitation every year.

WINROCK INTERNATIONAL

1621 North Kent Street, Ste. 1200, Arlington, VA 22209, USA
T: 703-525-9430
F: 703-525-1744
E: information@winrock.org
W: www.winrock.org

Regions

Latin America and Caribbean, North America, Europe, Asia, Africa

Functions/Sectors

Gender, environmental

Budget

Annual revenue (FY 2006): $61,810,515

Revenue source breakdown

Government grants: $55,049,436 (89 percent)
Investments: $6,752,126 (10.9 percent)
Other: $8,953 (~0.1 percent)

Summary

Winrock International is a nonprofit organization that works with people in the United States and around the world to increase economic opportunity, sustain natural resources, and protect the environment.

WOMEN FOR WOMEN INTERNATIONAL

4455 Connecticut Avenue NW, Ste. 200, Washington, DC 20008, USA
T: 202-737-7705
F: 202-737-7709
E: general@womenforwomen.org
W: www.womenforwomen.org

Regions

Middle East, Europe, Africa

Functions/Sectors

Gender

Budget

Annual revenue (FY 2006): $19,098,654

Revenue source breakdown

Contributions: $10,986,618(57.5 percent)
Government grants: $6,079,096 (32 percent)
Other: $2,032,940 (10.5 percent)

Summary

Women for Women International mobilizes women to change their lives by bringing a holistic approach to addressing the unique needs of women in conflict and post-conflict environments.
We begin by working with women who may have lost everything in conflict and often have nowhere else to turn. Participation in our one-year program launches women on a journey from victim to

survivor to active citizen. We identify services to support graduates of the program as they continue to strive for greater social, economic and political participation in their communities.

Women Thrive Worldwide (aka Women's Edge Coalition)

1825 Connecticut Avenue NW, Ste. 600, Washington, DC 20009, USA
T: 202-884-8396
F: 202-884-8366
W: www.womenthrive.org

Functions/Sectors

Gender equality, international development

Budget

Annual revenue (FY 2007): $1,485,412
Revenue source breakdown
Direct public support: $1,464,702
Program service revenue, including government fees and contracts: $1,400
Interest on savings and temporary cash investments: $14,850
Other revenue: $4,460

Summary

Women's EDGE is a coalition of individuals and nonprofit organizations from around the world working to increase U.S. assistance to women and girls in developing countries and to ensure that complex international trade agreements do not harm people living in poor developing countries. Some of Women's EDGE member organizations include CARE, the Christian Children's Fund, Save the Children and Oxfam America.

Women's Environment and Development Organization

355 Lexington Avenue, 3rd Fl., New York, NY 10017, USA
T: 212-973-0325
F: 212-973-0335
E: wedo@wedo.org
W: www.wedo.org

Regions

Africa, Asia and the Pacific, Europe, Latin America and the Caribbean, North America

Functions/Sectors

Economic and social justice, gender and governance, sustainable development

Budget

Annual revenue (FY2007): $1,852,843
Revenue source breakdown
Direct public support: $927,147
Government contributions (grants): $853,502
Program service revenue, including government fees and contracts: $63,753
Interest on savings and temporary cash investments: $10,280

Dividends and interest from securities: $60
Other revenue: $5,022

Summary

WEDO is an international organization that advocates for women's equality in global policy. It seeks to empower women as decision-makers to achieve economic, social and gender justice, a healthy, peaceful planet and human rights for all. Through the organization's program areas—gender and governance, sustainable development, economic and social justice, and U.S. global policy—WEDO emphasizes women's critical role in social, economic and political spheres.

World Cocoa Foundation



1411 K Street NW, Ste. 1300, Washington, DC 20005, USA
T: 202-737-7870
F: 202-737-7832
E: wcf@worldcocoa.org
W: www.worldcocoafoundation.org

Regions

Bolivia, Cameroon, Colombia, Costa Rica, Cote d'Ivoire, Ecuador, Ghana, Liberia, Nigeria, Peru, Philippines, Trinidad & Tobago, United States of America, Vietnam

Functions/Sectors

Agriculture, economic growth and development, sustainable development

Summary

The World Cocoa Foundation (WCF) promotes a sustainable cocoa economy through economic and social development and environmental conservation in cocoa growing communities.

World Concern



19303 Fremont Avenue North, Seattle, WA 98133, USA
T: 800-755-5022
F: 206-546-7269
E: info@worldconcern.org
W: www.worldconcern.org

Regions

Asia, Africa, Latin America, and Caribbean

Functions/Sectors

Gender, education, water and sanitation, food distribution/nutrition, health, disaster response

Budget

Annual revenue (FY 2007): $59,575,000
Revenue source breakdown
Contributions: $12,089,000 (20 percent)
Government grants: $4,024,000 (7 percent)
Other: $43,462,000 (73 percent)

Summary

World Concern is a nonprofit Christian humanitarian organization providing disaster response and community development programs to the world's poor in Africa, Asia and the Americas. Our help is extended without regard to race, religion, ethnicity or gender. We believe that life is full of promise—that no place is too difficult and no person too hopeless to reach.

Mission

Our mission is to provide life, opportunity and hope to suffering people around the world. Motivated by our love of Christ, we bring hope and reconciliation to those we serve, so they may in turn share with others. Empowering women with children is one of our specialties… World Concern works closely with local communities to eliminate core causes of poverty, with an emphasis on livelihood training, literacy and education; access to clean water, food and health care; disaster assistance; and special initiatives. Our goal is to reach 7 million people by 2010.

World Conference of Religions for Peace



777 United Nations Plaza, New York, NY 10017, USA
T: 212-687-2163
F: 212-983-0098
E: info@wcrp.org
W: www.wcrp.org

Budget

Annual revenue (FY 2007): $4,503,770
Revenue source breakdown
Grants: $2,560,056
Contributions: $1,847,869
Interest/dividends: $104,110

Summary

Religions for Peace is the largest international coalition of representatives from the world's great religions dedicated to promoting peace. Respecting religious differences while celebrating our common humanity, Religions for Peace is active on every continent and in some of the most troubled areas of the world, creating multireligious partnerships to confront our most dire issues: stopping war, ending poverty, and protecting the earth.

Religious communities are the largest and best-organized civil institutions in the world, claiming the allegiance of billions across race, class, and national divides. These communities have particular cultural understandings, infrastructures, and resources to get help where it is needed most.

Founded in 1970, Religions for Peace enables these communities to unleash their enormous potential for common action. Some of Religions for Peace's recent successes include building a new climate of reconciliation in Iraq; mediating dialogue among warring factions in Sierra Leone; organizing an international network of religious women's organizations; and establishing an extraordinary program to assist the millions of children affected by Africa's AIDS pandemic, the Hope for African Children Initiative.

World Education

44 Farnsworth Street, Boston, MA 02210, USA
T: 617-482-9485
F: 617-482-0617
E: wei@worlded.org
W: www.worlded.org

Regions

Angola, Benin, Burkina, Cote d'Ivoire, Egypt , Gambia, Ghana, Guinea, Guinea-Bissau, Liberia, Malawi, Mali, Mauritania, Mozambique, Nigeria, Senegal, Sierra Leone, South Africa, Togo, Uganda, Zambia, Zimbabwe, Cambodia, China, India, Indonesia, Laos, Lebanon, Nepal, Pakistan, Philippines, Thailand, Russia, Brazil, Chile, Costa Rica, Mexico, Nicaragua, Panama

Functions/Sectors

Education, microenterprise development, health, HIV/AIDS

Budget

Annual revenue (FY 2008): $30,877,621
Revenue source breakdown
—Private support revenue
Unrestricted contributions: $23,290
Restricted contributions and grants: $7,394,222
Interest and dividends: $17,784
—Governmental programs
USAID: $10,384,280
Other U.S. government: $1,768,058
Commonwealth of Massachusetts: $836,755
—Government-custodian funds
USAID: $9,879,113
Other: $574,119
Total support and revenue 30,877,621

Summary

World Education is a nonprofit organization dedicated to improving the lives of the poor through economic and social development programs. World Education contributes to individual growth, strengthens the capacity of local partner institutions, and catalyzes community and national development. It is known for its work in education in the workplace, microenterprise development, and integrated literacy and health programs, including HIV and AIDS education, prevention, and care.

World Emergency Relief

2270 Camino Vida Roble, Ste. K, Carlsbad, CA 92011, USA
T: 760-930-8001
F: 760-930-9085
E: info@wer-us.org
W: www.worldemergencyrelief.org

Regions

Africa, Asia, Latin American and Caribbean, Europe, North America

Functions/Sectors

Education, other (coordinates gifts-in-kind, disaster response)

Budget

Annual revenue (FY 2006): $50,882,448

Revenue source breakdown

Contributions: $2,980,403(6 percent)

Government grants: $3,550

Investments: $4,830

Other: $47,561,414 (93 percent)

Summary

World Emergency Relief's (WER) vision is to give children all over the world a living chance by addressing their practical, emotional, spiritual and economic needs, as well as the needs of their families and communities

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World Hope International

1906 Gus Kaplan, Alexandria, LA 71301, USA

T: 888-466-4673

W: www.worldhope.org

Regions

Europe, Asia/Pacific, Oceania, Africa, North America, Latin America and Caribbean

Functions/Sectors

Education, microfinance, HIV/AIDS, rural development, antitrafficking

Budget

Annual revenue (FY 2006): $12,152,231

Revenue source breakdown

Contributions: $9,600,340 (79 percent)

Government grants: $836,702 (7 percent)

Investments: $62,468 (0.5 percent)

Other: $1,652,721 (13.5 percent)

Summary

World Hope International is a faith based relief and development organization alleviating suffering and injustice through education, enterprise and community health.

World Learning

Kipling Road, PO Box 676 Brattleboro, VT 05302-0676, USA

T: 802-257-7751, Toll free within the US: 800-257-7751

F: 802-258-3248

E: info@worldlearning.org

W: www.worldlearning.org

Regions

Albania, Angola, Argentina, Armenia, Australia, Belize, Benin, Bolivia, Bosnia, Brazil, Bulgaria, Cambodia, Cameroon, Chile, China, Ecuador, Egypt, El Salvador, Eritrea, Ethiopia, France, Gaza, Germany, Ghana, Greece, Guatemala, Haiti, Honduras, Hungary, India, Indonesia, Ireland, Israel, Jamaica, Jordan, Kenya, Laos, Lithuania, Madagascar, Malawi, Mali, Mexico, Mongolia, Namibia, Nepal, Netherlands, New Zealand, Nicaragua, Oman, Pakistan, Panama, Paraguay, Poland, Romania, Russia, Senegal, South Africa, Spain, Switzerland, Tanzania, Uganda, Uruguay, West Bank, Zimbabwe

Functions/Sectors

Strengthening civil society, education, HIV/AIDS, public policy and advocacy, refugees and displacement

Budget

Annual revenue (FY 2007): $97,127,716

Revenue source breakdown

Net tuition and program fees: $40,148,146 (41.3 percent)

Grants and contracts: $49,850,982 (51.3 percent)

Long-term investment: $2,006,467 (2.1 percent)

Private gifts and pledges: $3,376,025 (3.5 percent)

Auxiliary services: $1,143,436 (1.2 percent)

Other revenue: $602,660 (0.6 percent)

Summary

To enable participants to develop the knowledge, skills, and attitudes needed to contribute effectively to international understanding and global development.

WORLD NEIGHBORS



4127 NW 122nd Street, Oklahoma City, OK 73120, USA

T: 405-752-9700, Toll free 800-242-6387

F: 405-752-9393

W: www.wn.org

Regions

Burkina Faso, Ecuador, Guatemala, Indonesia, Kenya, Nepal

Functions/Sectors

Agriculture, capacity strengthening, environment, energy and natural, gender and diversity, health

Budget

Annual revenue (FY 2007): $9,920,043

Revenue source breakdown

Contributions: $6,223,839

Special Events 276,709

Direct overseas grants: $2,088,524

Investment income: $813,479

Net investment gains: $497,385

Other income: $70,983

Summary

World Neighbors is an international development organization striving to eliminate hunger, poverty and disease in the poorest, most isolated rural villages in Asia, Africa and Latin America. World Neighbors invests in people and their communities by training and inspiring them to create their own life-changing solutions through programs in agriculture, literacy, water, health and environmental protection. Since 1951, more than 25 million people in 45 countries have transformed their lives with the support of World Neighbors. World Neighbors does not give away food or material aid. World Neighbors takes a big-picture, integrated approach focusing on the entire community rather than on one issue.

World Rehabilitation Fund

16 E. 40th Street, Ste. 704, New York, NY 10016, USA
T: 212-532-6000
E: wrfnewyork@msn.com
W: www.worldrehabfund.org

Regions

Asia (Cambodia), Middle East (Lebanon), Africa (Sierra Leone)

Functions/Sectors

Rehabilitation for victims of land mines

Budget

Annual revenue (FY 2004): $1,330,978
Revenue source breakdown
Contributions: $458,936 (34 percent)
Government grants: $872,042 (66 percent)

Mission and Summary

The mission of the World Rehabilitation Fund, Inc. (WRF) is to improve the quality of life for people with disabilities throughout the world, especially in war torn and developing countries. We develop programs which empower people with disabilities to improve their skills and knowledge of rehabilitation utilizing practitioners in the area of medical, psychosocial, and economic reintegration. The World Rehabilitation Fund aims to give help and hope to people around the world who have disabilities or are working to improve the lives of those who do.

World Relief

7 East Baltimore Street, Baltimore, MD 21202, USA
T: 443-451-1900 or 800-535-5433
E: worldrelief@wr.org
W: www.wr.org

Regions

Africa, Asia-Pacific, Latin America and Caribbean, Eastern Europe, North America

Functions/Sectors

Disaster response, child development, maternal and child health, AIDS, agriculture, microfinance, refugee care, immigrant services, trafficking victim protection

Budget

Annual revenue (FY 2007): $57,867,073

Revenue source breakdown

Contributions: $23,058,183 (40 percent)

Government grants: $24,597,581 (42 percent)

Investments: $1,176,360 (2 percent)

Other: $3,473,637 (6 percent)

Summary

World Relief works with local evangelical churches to bring relief to suffering people in the name of Christ. Together, World Relief and partner churches are saving lives and restoring hope through ministries that address poverty, disease, hunger, persecution and the effects of war and disasters. We meet suffering people's physical, emotional and spiritual needs—showing them that the Church cares because Jesus loves them.

World Resources Institute



10 G Street NE, Ste. 800, Washington, DC 20002, USA

T: 202-729-7600

F: 202-729-7610

W: www.wri.org

Regions

Brazil, Bulgaria, Cambodia, Cameroon, Canada, China, Colombia, Congo, Costa Rica, Ecuador, Gabon, Ghana, Guatemala, Guyana, Hungary, India, Indonesia, Japan, Kenya, Mali, Netherlands, Panama, Peru, Philippines, Russia, South Africa, Sweden, Tanzania, Thailand, Uganda, Venezuela, Vietnam

Functions/Sectors

Agriculture, capacity strengthening, strengthening civil society, environment, energy and natural, governance, information and communication, millennium development goals, participation, partnership, policy research and analysis, poverty

Budget

Annual revenue (FY 2008): $26,429,000

Revenue source breakdown

Grants/Contributions: $20,355,000

Federal Grants: $3,156,000

Support from Endowment Income/Publications/Others: $2,918,000

Summary

The World Resources Institute's mission is to move human society to live in ways that protect earth's environment and its capacity to provide for the needs and aspirations of current and future generations. WRI's goals are to

- reverse rapid degradation of ecosystems and assure their capacity to provide humans with needed goods and services,

- guarantee public access to information and decisions regarding natural resources and the environment,
- protect the global climate system from further harm due to emissions of greenhouse gases and help humanity and the natural world adapt to unavoidable climate change, and
- harness markets and enterprise to expand economic opportunity and protect the environment.

World Society for the Protection of Animals - USA



Lincoln Plaza 89 South Street, Ste. 201, Boston, MA 02111 USA
T: 800-883-9772
F: 617-737-4404
E: wspa@wspausa.org
W: www.wspa-usa.org

Regions

Worldwide

Functions/Sectors

Agriculture, economic growth and development, food aid, millennium development goals, sustainable development

Budget

Annual revenue (FY 2008): $7,073,076

Revenue source breakdown

Contributions and Membership: $6,596,963
Bequests: $427,026
Income: $49,087

Summary

WSPA (pronounced *wis-pa*) aims to promote the protection of animals, to prevent cruelty to animals, and to relieve animal suffering in every part of the world. WSPA aims to promote humane education programs to encourage respect for animals and responsible stewardship, and laws and enforcement structures to provide legal protection for animals.

World Vision



P.O. Box 9716, Dept. W, Federal Way, WA 98063-9716, USA
T: 888-511-6548
E: info@worldvision.org
W: www.worldvision.org

Regions

Eastern Europe, Latin America and Caribbean, Eastern Europe, Asia, Africa, Middle East

Functions/Sectors

Child sponsorship, international relief and rehabilitation, international community development

Budget

Annual revenue (FY 2007): $957,000,000

Revenue source breakdown

Contributions: $427,000,000 (45 percent)

Government grants: $220,000,000 (23 percent)
Other: $310,000,000 (32 percent)

Summary

World Vision is a Christian humanitarian organization dedicated to working with children, families and their communities worldwide to reach their full potential by tackling the causes of poverty and injustice.

WORLD WILDLIFE FUND



1250 24th Street NW, P.O. Box 97180, Washington, DC 20090, USA
T: 202-293-4800
W: www.worldwildlife.org

Regions

Africa, Asia-Pacific, Latin America and Caribbean, North America

Functions/Sectors

Environmental conservation

Budget

Annual revenue (FY 2007): $160,800,000
Revenue source breakdown
Contributions: $94,872,000 (59 percent)
Government grants: $27,336,000 (17 percent)
Other: $38,592,000 (24 percent)

Summary

WWF's mission is the conservation of nature. Using the best available scientific knowledge and advancing that knowledge where we can, we work to preserve the diversity and abundance of life on Earth and the health of ecological systems by protecting natural areas and wild populations of plants and animals, including endangered species; promoting sustainable approaches to the use of renewable natural resources; and promoting more efficient use of resources and energy and the maximum reduction of pollution. We are committed to reversing the degradation of our planet's natural environment and to building a future in which human needs are met in harmony with nature. We recognize the critical relevance of human numbers, poverty and consumption patterns to meeting these goals.

Annex 2. Selected Humanitarian Resources

NGO, UN, government, and private sector personnel involved in humanitarian assistance activities use the Internet for many information needs. This annex presents a series of annotations for websites most used by NGO personnel and others before, during, and after emergencies. This list is not inclusive, but attempts to highlight many of the very popular resources. Not all websites noted within the text of the book are repeated here.

General News and Information

- Alertnet by Reuters
  www.alertnet.org
  Provides listings of emergency and humanitarian-oriented news from Reuters wires and other organizations. NGOs can subscribe to specific channels by requesting a username and password.
- Cable News Network
  www.cnn.com
  Provides humanitarian personnel with up-to-date news and information on many events worldwide. Often used for monitoring political conditions
- International Committee of the Red Cross
  www.icrc.org/eng
  Provides comprehensive information, resources, and news on ICRC activities worldwide.
- International Crisis Group (ICG)
  www.crisisweb.org
  Publishes periodically on international conflict. Leading think tank. Extremely thorough and in-depth, with all reports free to the public.
- Integrated Regional Information Network (IRIN)
  www.irinnews.org
  Provides ground-level reporting and analysis of humanitarian, conflict and disaster conditions daily on various regions of Africa and Central Asia. Part of OCHA, all stories published online. Some published in French.
- *New York Times*
  www.nytimes.com
  Provides extensive news and analysis online on many international emergencies and political conditions important to humanitarian workers.
- ReliefWeb
  www.reliefweb.int
  Largest humanitarian portal. Features updated news and information on emergencies directly from hundreds of contributing NGOs, UN agencies and government aid agencies.

- Disaster News Network
  http://www.disasternews.net
  Tells the story of disaster response and suggests appropriate ways the public can help survivors. Facilitates information sharing among disaster responders and connects disaster survivors with those who are able to assist them. Covers related special topics such as preparedness and mitigation, public violence, environmental hazards, and terrorist disasters.
- Global Disaster Alert and Coordination System (GDACS)
  www.gdacs.org
  Provides near real-time alerts about natural disasters around the world and tools to facilitate response coordination, including media monitoring, map catalogues, and Virtual On-Site Operations Coordination Centre.
- Centre for Research on the Epidemiology of Disasters
  www.cred.be
  Dedicated to providing data on over 12,000 disasters. Normal users include national governments, NGOs, UN agencies and academic institutions. U.S. NGOs with OFDA funding are required to submit mortality and nutrition data to this group.
- Global Early Warning System (GLEWS)
  www.who.int/zoonoses/outbreaks/glews/en
  Major animal diseases, including zoonoses. Builds on added value of combining and coordinating alert mechanisms of FAO, OIE and WHO for the international community and stakeholders to assist in prediction, prevention and control of animal disease threats, including zoonoses. Shares information, epidemiological analysis and contributes to joint field missions to assess and control the outbreak.
- Global Outbreak Alert & Response Network (GOARN)
  www.who.int/csr/outbreaknetwork/en
  Aims to combat the international spread of outbreaks among humans, ensure that appropriate technical assistance reaches affected states rapidly, and contributes to long-term epidemic preparedness and capacity building.
- Health Library for Disasters (PAHO/WHO)
  www.helid.desastres.net
  Comprehensive electronic information resource on public health for emergency preparedness and response and complex emergencies.
- Humanitarian Information Centres and Partners (HIC)
  www.humanitarianinfo.org
  Forum where the humanitarian community can share and access information resources in order to improve the planning and delivery of humanitarian assistance. Serves as a focal point for data collection, analysis and dissemination in support of the provision of humanitarian assistance, developing and supporting data standards. Facilitator for initiatives and activities related to

information management in the field, particularly in collaboration between other humanitarian actors in support of existing coordination structures. Advocate for a culture of information-sharing in the humanitarian community, generating awareness of good practice and making it possible for agencies to develop common standards and practices in the field.

- Humanitarian Practice Network
  www.odihpn.org
  Independent forum for humanitarians to share and disseminate information, analysis and experience, They publish specialist resources for practitioners and policy makers and facilitate debate through regular events and their Online Exchange discussion forum.
- INCORE
  www.incore.ulst.ac.uk/cds/countries
  Source for INCORE's information on activities, publications and events.
- International Emergency and Refugee Health Branch (IERHB/CDC)
  www.cdc.gov/nceh/ierh
  Brings public health and epidemiologic principles to the aid of populations affected by complex humanitarian emergencies.
- Minorities at Risk Project
  www.cidcm.umd.edu/mar
  University-based research project that monitors and analyzes the status and conflicts of politically active communal groups in all countries with a population of at least 500,000. Designed to provide information in a standardized format that aids comparative research and contributes to the understanding of conflicts involving relevant groups.
- Natural Hazards Center
  www.colorado.edu/hazards
  A national and international clearinghouse of knowledge concerning the social science and policy aspects of disasters. Collects and shares research and experience related to preparedness for, response to, recovery from, and mitigation of disasters, emphasizing the link between hazards mitigation and sustainability to both producers and users of research and knowledge on extreme events.
- Pan American Health Organization
  www.paho.org/english/dd/ped/home.htm
  Disasters and Humanitarian Assistance. Provides information and technical assistance regarding disaster response and humanitarian assistance for 35 member governments in Western Hemisphere. WHO Regional office.
- Carter Center
  www.cartercenter.org
  Provides information and news on conflict and mediation efforts. Good analysis and advocacy on specific conflicts. Often used for gauging future peace accords or humanitarian access capabilities.

- Forum on Early Warning and Response (FEWER)
  www.fewer-international.org
  Provides information on humanitarian conditions and conflict early warning and conflict prevention. Global coalition of nongovernmental and governmental agencies and academic institutions working to promote coordinated responses to violent conflict.
- Global Information and Early Warning System on Food and Agriculture (GIEWS)
  www.fao.org/WAICENT/faoinfo/economic/giews/english/giewse.htm
  Major source of information for NGO personnel managing early warning activities and potential trouble-spot monitoring. Supported by the UN Food and Agricultural Organization (FAO).
- The Sphere Project
  www.sphereproject.org
  A handbook, broad process of collaboration, and expression of commitment to quality and accountability. Develops humanitarian charter and minimum standards in disaster response.
- WHO Health Action in Crises
  www.who.int/hac/en
  Provides early warning, disaster, and emergency information. Sponsored and hosted by World Health Organization (WHO).
- UN Refugee Agency (UNHCR)
  www.unhcr.org
  Unmatched web resources. Provides news and updates on refugee and IDP conditions globally, and information about funding priorities, advancements, resources, and manuals.
- World Association for Disaster and Emergency Medicine (WADEM)
  http://wadem.medicine.wisc.edu
  Specialized discussion list and website.

NGO Associations[221]

- Business Humanitarian Forum
  www.bhforum.org
  Forum for businesses and humanitarian organizations to communicate, liaise and coordinate activities.
- Center for International Disaster Information (CIDI)
  www.cidi.org
  Devoted to explaining appropriate giving, and to coordinating gift campaigns. Not specifically useful for NGO personnel seeking emergency-related information.
- InterAction
  www.interaction.org

221 For specific NGO websites, see annex 1 or www.global-health.org (accessed November 10, 2009).

Consortium of U.S.-based humanitarian organizations. Site used for membership information and appeals information.

- International Aid and Trade
  www.aidandtrade.org
  Puts on trade shows. Provides information on shows, exhibits, attendees, and show supporters.
- International Council of Voluntary Associations (ICVA)
  www.icva.ch
  Worldwide network of NGOs and nonprofits.
- Institute of Global Communications
  www.igc.apc.org
  Telecommunications association, offering web hosting services to nonprofit groups, individuals, and small companies.
- VOICE
  www.ngovoice.org
  Consortium of European-based NGOs, similar to InterAction.

NGO Employment Sites

- Reliefweb Humanitarian Vacancies
  www.reliefweb.int/rw/res.nsf/doc212?OpenForm
- InterAction Employment Pages
  www.interaction.org/careers-international-development
- OneWorld Global Jobs
  http://us.oneworld.net/jobs
- Idealist.org Career Center
  www.idealist.org/en/career/index.html
- International Jobs Center
  www.internationaljobs.org
- International Civil Service Commission (UN)
  http://icsc.un.org/joblinks.asp
- General: Monster.com
  www.monster.com
- General: Yahoo.com
  http://hotjobs.yahoo.com

Logistics Resources

- USAID/DELIVER Project
  http://deliver.jsi.com/dhome/topics/supplychain/logistics

- UNJLC Humanitarian Logistics Association
  www.humanitarianlogistics.org/news/adieu2019-and-welcome-unjlc
- Humanitarian Logisitics
  www.palgrave.com/products/title.aspx?PID=295273
- Fritz Institute Key Parameters in Humanitarian Logistics
  www.fritzinstitute.org/PDFs/findings/XS_Davidson_Anne.pdf
- Supply Chain and Logistics Institute
  www.scl.gatech.edu/research/humanitarian/projects.php

Assistance and Disaster Relief Training Organizations

- ALNAP
  www.alnap.org
- CHART
  http://coe-dmha.org/course_chart.htm
- H.E.L.P.
  www.icrc.org/web/eng/siteeng0.nsf/htmlall/helpcourse
- IDHA
  www.cihc.org/idha
- INTRAC
  www.bricksandmortar.wordpress.com/2009/02/05/intrac-ngo-training-courses/
- InterWorks
  www.interworksmadison.com
- Karl Kübel Institute for Development Education
  www.kkid.org/ngo_training_programmes.asp
- RedR
  www.redr.org

Aid and Disaster Journals

- *Bulletin of the World Health Organization*
  www.who.int/bulletin
- *The Journal of Disaster Studies, Policy and Management*
  www.wiley.com/bw/journal.asp?ref=0361-3666&site=1
- *Forced Migration Review*
  www.fmreview.org

- *Humanitarian Review*
  www.ngovoice.org
- *Internet Journal of Rescue and Disaster Medicine*
  www.ispub.com/journal/the_internet_journal_of_rescue_and_disaster_medicine.html
- *Journal of Humanitarian Assistance*
  www.jha.ac
- *Morbidity and Mortality Weekly Report*
  www.cdc.gov/mmwr
- *Prehospital and Disaster Medicine*
  http://pdm.medicine.wisc.edu/home.html
- The *British Medical Journal*
  www.bmj.com
- The *Humanitarian Practice Network*
  www.odihpn.org
- The International Federation of Red Cross and Red Crescent Societies. *World Disaster Report: Focus on Recovery* (2001)
  www.ifrc.org/publicat/wdr2001
- *The Lancet*
  www.thelancet.com
- The U.S. Committee for Refugees Annual World Refugee Survey
  www.refugees.org
- *Journal of Disaster Medicine and Public Health Preparedness*
  www.dmphp.org

Survey Instruments and Assessment Tools

- OXFAM Assessment Tools
  www.oxfam.org.uk/resources/learning/humanitarian/fast/assessment_tools.html
- IASC Health Cluster Rapid Assessment Tools
  www.humanitarianreform.org/humanitarianreform/Default.aspx?tabid=153
- FAO and Emergencies
  www.fao.org/emergencies/home0/emergency_relief_and_rehabilitation/post_disaster_needs_assessment_tools/en
- UN Disaster Assessment Portal
  www.disasterassessment.org

- Methodology for Rapid Humanitarian Assessment
  www.redhum.org/archivos/pdf/ID_2268_Redhum-LAC-Metodologia-Rapid_Assessment_Methodology_ENG-ROLAC-20071204.pdf
- Health Action in Crises
  www.who.int/hac/techguidance/tools/bibliography/en

UN Agencies

- Department for Economic and Social Affairs
  www.un.org/esa/desa
- Food And Agriculture Organization of the United Nations (FAO)
  www.fao.org
- International Strategy for Disaster Reduction
  www.unisdr.org
- Official WEB Site Locator for the United Nations
  www.unsystem.org
- UN Standing Committee on Nutrition
  www.unscn.org
- UN Development Programme (UNDP)
  www.undp.org
- UN High Commissioner for Refugees (UNHCR)
  www.unhcr.ch
- UN Mine Action Service (UNMAS)
  www.mineaction.org
- UN Office for the Coordination of Humanitarian Affairs (OCHA)
  http://ochaonline.un.org
- UN Population Fund (UNFPA)
  www.unfpa.org
- United Nations Children's Fund (UNICEF)
  www.unicef.org
- United Nations Home Page
  www.un.org
- WHO Regional Office for Europe
  www.who.dk
- WHO Health Action in Crises
  www.who.int/hac/en

- World Food Program (WFP)
  www.wfp.org
- United Nations Joint Logistics Center (UNJLC)
  www.unjlc.org
- World Health Organization (WHO)
  www.who.int/en

USAID and U.S. State Department Information

- USAID
  www.usaid.gov
- Office of U.S. Foreign Disaster Assistance (OFDA)
  www.usaid.gov/our_work/humanitarian_assistance/disaster_assistance/
- USAID Field Operations Guide (FOG)
  www.usaid.gov/our_work/humanitarian_assistance/disaster_assistance/resources/pdf/fog_v4.pdf
- USAID Sub-Saharan Africa Bureau
  www.usaid.gov/locations/sub-saharan_africa
- Contact Information for the Bureau for Democracy, Conflict and Humanitarian Assistance
  http://gemini.info.usaid.gov/directory/pbResults.cfm?&urlOrganization=DCHA
- U.S. State Department
  www.state.gov
- U.S. State Department List of Bureaus and Offices
  www.state.gov/r/pa/ei/rls/dos/1718.htm
- U.S. State Department Bureau of Population, Refugees, and Migration
  www.state.gov/g/prm

Civil-Military Resources

- Global Health NGO Database and Tools
  www.global-health.org
- Center for Disaster and Humanitarian Assistance Medicine (CDHAM)
  www.cdham.org
- Interagency Standing Committee. *Civil Military Relationship in Complex Emergencies* (June 2004)
  www.humanitarianinfo.org/IMToolbox/10_Reference/Civil_Military_Relations/2004_Civil_Military_Relationship_In_Complex_Emergencies.pdf

- Interaction. "Guidelines for Relationships Between U.S. Armed Forces and Non-Governmental Humanitarian Organizations in Hostile or Potentially Hostile Environments"
  www.interaction.org/sites/default/files/1/FACT%20SHEETS/InterAction%20US%20Mil%20CivMil%20Guidelines%20July%2007%20flat.pdf
- United Nations Office for the Coordination of Humanitarian Assistance: "Policy, Guidelines and Related Documents"
  http://ochaonline.un.org/AboutOCHA/Organigramme/EmergencyServicesBranchESB/CivilMilitaryCoordinationSection/PolicyGuidelinesRelatedDocuments/tabid/4938/language/en-US/Default.aspx
- *Guidelines on the Use of Military and Civil Defence Assets to Support United Nations Humanitarian Activities in Complex Emergencies* (March 2003)
  www.icva.ch/mcdaversion801.pdf
- *Use of Military or Armed Escorts for Humanitarian Convoys* (September 14, 2001)
  www.who.int/hac/network/interagency/GuidelinesonArmedEscorts_Sept2001.pdf
- "General guidance for interaction between United Nations personnel and military and civilian representatives of the occupying power in Iraq" (May 8, 2003)
  www.coe-dmha.org/Media/Guidance/6GeneralGuidance.pdf
- "Relationships with military forces in Afghanistan—Guidelines for UNAMA area coordinators and other UN personnel" (2002)
  http://ochaonline.un.org/OchaLinkClick.aspx?link=ocha&docid=1001039
- "Guidance on Use of Military Aircraft for UN Humanitarian Operations during the Current Conflict in Afghanistan IMTF" (November 7, 2001)
  http://ochaonline.un.org/OchaLinkClick.aspx?link=ocha&DocId=1001219

NGO Health-Related Resources

- Emergency Library Kit (ELK)
  www.who.int/hac/techguidance/tools/bibliography/en/
- National Center for Disaster Medicine & Public Health
  http://ncdmph.usuhs.edu
- *The Nation's Health*: "Public health leaders using social media to convey emergencies: New tools a boon" (August 2009)
  www.medscape.com/viewarticle/710011
- World Health Organization. *Guidelines for Drug Donations* (1999)
  www.who.int/hac/techguidance/guidelines_for_drug_donations.pdf

NGO Security

- Security manuals
  http://ngosecurity.googlepages.com/safety%26securitymanuals
- Papers, reports and studies
  www.patronusanalytical.com/page12/page12.html
- InterAction
  www.interaction.org
- European Commission Humanitarian Aid Development Office
  http://ec.europa.eu/echo/
- International Security Assistance Force
  www.nato.int/isaf
- NGO Security Blogspot
  http://ngosecurity.blogspot.com/2006/01/primary-readings.html
- Koenraad Van Brabant, *Operational Security Management in Violent Environments*, Good Practice Review #8 (London: Overseas Development Institute, 2000)
  http://ngosecurity.googlepages.com/GPR8.pdf

Other

- Global Health NGO Database and Tools
  www.global-health.org
- Center for Disaster and Humanitarian Assistance Medicine (CDHAM)
  www.cdham.org
- Military Health System
  www.health.mil, www.health.mil/mshblog
- Federal Emergency Management Agency
  www.fema.gov
- U.S. Army
  www.army.mil
- U.S. Navy
  www.navy.mil
- U.S. Air Force
  www.af.mil
- U.S. Marines
  www.usmc.mil

- U.S. Department of Defense
  www.dod.mil
- U.S. Department of State
  www.state.gov
- U.S. Department of Agriculture
  www.usda.gov
- U.S. Agency for International Development
  www.usaid.gov

Annex 3. Selected Humanitarian Publications

The following publications are extracted from the literature to provide a wide array of references to aid in understanding the NGO sector and humanitarian assistance community. This list is abbreviated and by no means comprehensive. It focuses on providing those publications still available today and does not include conference report publications.

Aall, Pamela, Lt. Col. Daniel Miltenberger, and Thomas G. Weiss. *Guide to IGOs, NGOs, and the Military in Peace and Relief Operations* (Washington, DC: United States Institute of Peace Press, 2000).

Anderson, Mary B., and Peter Woodrow. *Rising from the Ashes: Development Strategies in Times of Disaster* (Boulder, CO: Lynne Reinner, 1998).

Bennet, Jon. *Meeting Needs: NGO Coordination in Practice* (London: Earthscan and ICVA, 1995).

Black, Maggie. *A Cause for Our Times: Oxfam the First 50 Years* (Oxford: Oxford University Press, 1992)

Boli, John, and George M. Thomas. *Constructing World Culture: International Nongovernmental Organizations since 1875* (Stanford, CA: Stanford University Press, 1995).

Byman, Daniel, Ian Lesser, Bruce Pirnie, Cheryl Benard, and Matthew Waxman. *Strengthening the Partnership: Improving Military Coordination with Relief Agencies and Allies in Humanitarian Operations* (Santa Monica, CA: Rand, 2000)

Cuny, Frederick C. *Disasters and Development* (Dallas, TX: Intertect Press, 1994)

Dollar, David, and Lant Pritchett. *Assessing Aid: What Works, What Doesn't and Why* (Washington, DC: World Bank Policy Research Report, 1998)

Edwards, Michael, and David Hulme. *Nongovernmental Organizations- Performance and Accountability: Beyond the Magic Bullet* (London: Save the Children and Earthscan, 1998).

Hampton, Janie, ed. *Internally Displaced People: A Global Survey* (London: Earthscan, 1998).

Hancock, Graham. *Lords of Poverty: The Power, Prestige and Corruption of the International Aid Business* (New York: Atlantic Monthly Press, 1989).

Hoy, Paula. *Players and Issues in International Aid* (Herndon, VA: Kumarian Press, 1998).

InterAction. *InterAction Membership Directory, 2000—2001* (Washington, DC: InterAction, 2000).

InterAction. *Global Work: Guide to Volunteer, Internship and Fellowship Opportunities* (Washington, DC: InterAction Press, 2000).

Levenstein, Aaron. *Escape to Freedom: The Story of the International Rescue Committee* (Westport, CT: Greenwood Press, 1983).

Meyer, Carrie. *The Economics and Politics of NGOs in Latin America* (Westport, CT: Praeger Press, 1999).

Macrae, Joanna, and Anthony Zwi, eds. *War and Hunger: Rethinking International Responses to Complex Emergencies* (London: Zed Books, 1994).

Malena, Carmen. *Working with NGOs: A Practical Guide to Operational Collaboration Between the World Bank and Nongovernmental Organizations* (Washington, DC: World Bank Operations Policy Department, 1995).

Minear, Larry, and Thomas Weiss. *Mercy Under Fire: War and the Global Humanitarian Community* (Boulder, CO: Westview Press, 1995).

Natsios, Andrew. *U.S. Foreign Policy and the Four Horsemen of the Apocalypse* (Westport, Conn: Praeger, 1997).

Office of U.S. Foreign Disaster Assistance. *Foreign Operations Guide for Disaster Assessment and Response*, version 3.0 *(FOG)* (Washington, DC: USAID/BHR, 1999).

———. *OFDA Annual Reports* (Washington, DC: USAID Bureau for Humanitarian Response)

Organisation for Economic Co-operation and Development, Development Assistance Committee. *Civilian and Military Means of Providing and Supporting Humanitarian Assistance during Conflict: Comparative Advantages and Costs* (Paris: OECD, 1998).

Pirnie, Bruce. *Civilians and Soldiers: Achieving Better Coordination* (Santa Monica, CA: RAND, 1998).

Salomon, Lester. "The Rise of the Non-Profit Sector." *Foreign Affairs* 73, no. 4 (July-August, 1994).

Scott, Colin, Larry Minear, and Thomas Weiss. *The News Media, Civil War, and Humanitarian Action* (Boulder, CO: Lynne Rienner, 1996).

Seiple, Chris. *The U.S. Military/NGO Relationship in Humanitarian Interventions* (Carlisle, PA: U.S. Army War College, 1996).

Shawcross, William. *Deliver Us from Evil: Peacekeepers, Warlord and a World of Endless Conflict* (New York: Simon and Schuster, 2000).

Sogge, David, ed. *Compassion and Calculation: The Business of Private Foreign Aid* (London: Pluto Press, 1996).

Sphere Project. *The Sphere Project: Humanitarian Charter and Minimum Standards in Disaster Response* (Geneva and Oxford: Oxfam Publishing, 2000).

Suzuki, Naoki. *Inside NGOs* (London: Intermediate Technology Publications, 1998).

Tarp, Finn, ed. *Foreign Aid and Development: Lessons Learned and Directions for the Future* (London: Routledge, 2000).

Tvedt, Terje. *Angels of Mercy or Development Diplomats* (Trenton, NJ: Africa World Press, 1998).

United Nations High Commissioner for Refugees. *Handbook for Emergencies*, 2nd ed. (Geneva: UNHCR, 1999).

Vaux, Tony. *The Selfish Altruist: Relief Work in Famine and War* (Sterling, VA: EarthScan, 2001).

Weiss, Thomas, and Cindy Collins. *Humanitarian Challenges and Intervention: World Politics and the Dilemmas of Help*, 2nd ed. (Boulder, CO: Westview Press, 2000).

Willetts, Peter. *The Conscience of the World: The Influence of Nongovernmental Organizations in the UN System* (Washington, DC: Brookings Institute, 1996).

Wood, Adrian, Raymond Apthorpe, and John Borton. *Evaluating International Humanitarian Action: Reflections from Practitioners* (London: Zed Books, 2001).

Annex 4. Code of Conduct

Principles of Conduct for the International Red Cross and Red Crescent Movement and NGHAs/NGOs in Disaster Response Programs (1994)[222]

1. The humanitarian imperative comes first. The right to receive humanitarian assistance, and to offer it, is a fundamental humanitarian principle which should be enjoyed by all citizens of all countries. As members of the international community, we recognize our obligation to provide humanitarian assistance wherever it is needed. Hence the need for unimpeded access to affected populations is of fundamental importance in exercising that responsibility. The prime motivation of our response to disaster is to alleviate human suffering amongst those least able to withstand the stress caused by disaster. When we give humanitarian aid it is not a partisan or political act and should not be viewed as such.

2. Aid is given regardless of the race, creed or nationality of the recipients and without adverse distinction of any kind. Aid priorities are calculated on the basis of need alone. Wherever possible, we will base the provision of relief aid upon a thorough assessment of the needs of the disaster victims and the local capacities already in place to meet those needs. Within the entirety of our programs, we will reflect considerations of proportionality. Human suffering must be alleviated whenever it is found; life is as precious in one part of a country as another. Thus, our provision of aid will reflect the degree of suffering it seeks to alleviate. In implementing this approach, we recognize the crucial role played by women in disaster prone communities and will ensure that this role is supported, not diminished, by our aid programs. The implementation of such a universal, impartial and independent policy can only be effective if we and our partners have access to the necessary resources to provide for such equitable relief, and have equal access to all disaster victims.

3. Aid will not be used to further a particular political or religious standpoint. Humanitarian aid will be given according to the need of individuals, families and communities. Notwithstanding the right of [nongovernmental humanitarian agencies] NGHAs to espouse particular political or religious opinions, we affirm that assistance will not be dependent on the adherence of t he recipients to those opinions. We will not tie the promise, delivery or distribution of assistance to the embracing or acceptance of a particular political or religious creed.

4. We shall endeavor not to act as instruments of government foreign policy. NGHAs are agencies which act independently from governments. We therefore formulate our own policies and implementation strategies and do not seek to implement the policy of any government, except in so far as it coincides with our own independent policy. We will never knowingly - or through negligence - allow ourselves, or our employees, to be used to gather information of a political, military or economically sensitive nature for governments or other bodies that may serve purposes other than those which are strictly humanitarian, nor will we act as instruments of foreign policy of donor governments. We will

222 See ICRC/International Federation, "The Code of Conduct," www.icrc.org/web/eng/siteeng0.nsf/html/64zahh (accessed May 30, 2009).

use the assistance we receive to respond to needs and this assistance should not be driven by the need to dispose of donor commodity surpluses, nor by the political interest of any particular donor. We value and promote the voluntary giving of labour and finances by concerned individuals to support our work and recognise the independence of action promoted by such voluntary motivation. In order to protect our independence we will seek to avoid dependence upon a single funding source.

5. We shall respect culture and custom. We will endeavor to respect the culture, structures and customs of the communities and countries we are working in.

6. We shall attempt to build disaster response on local capacities. All people and communities —even in disaster—possess capacities as well as vulnerabilities. Where possible, we will strengthen these capacities by employing local staff, purchasing local materials and trading with local companies. Where possible, we will work through local NGHAs as partners in planning and implementation, and co-operate with local government structures where appropriate. We will place a high priority on the proper co-ordination of our emergency responses. This is best done within the countries concerned by those most directly involved in the relief operations, and should include representatives of the relevant UN bodies.

7. Ways shall be found to involve program beneficiaries in the management of relief aid. Disaster response assistance should never be imposed upon the beneficiaries. Effective relief and lasting rehabilitation can best be achieved where the intended beneficiaries are involved in the design, management and implementation of the assistance program. We will strive to achieve full community participation in our relief and rehabilitation programs.

8. Relief aid must strive to reduce future vulnerabilities to disaster as well as meeting basic needs. All relief actions affect the prospects for long term development, either in a positive or a negative fashion. Recognizing this, we will strive to implement relief programs which actively reduce the beneficiaries' vulnerability to future disasters and help create sustainable lifestyles. We will pay particular attention to environmental concerns in the design and management of relief programs. We will also endeavor to minimize the negative impact of humanitarian assistance, seeking to avoid long term beneficiary dependence upon external aid.

9. We hold ourselves accountable to both those we seek to assist and those from whom we accept resources. We often act as an institutional link in the partnership between those who wish to assist and those who need assistance during disasters. We therefore hold ourselves accountable to both constituencies. All our dealings with donors and beneficiaries shall reflect an attitude of openness and transparency. We recognize the need to report on our activities, both from a financial perspective and the perspective of effectiveness. We recognize the obligation to ensure appropriate monitoring of aid distributions and to carry out regular assessments of the impact of disaster assistance. We will also seek to report, in an open fashion, upon the impact of our work, and the factors limiting or enhancing that impact. Our programs will be based upon high standards of professionalism and expertise in order to minimize the wasting of valuable resources.

10. In our information, publicity and advertising activities, we shall recognize disaster victims as dignified humans, not hopeless objects. Respect for the disaster victim as an equal partner in action should never be lost. In our public information we shall portray an objective image of the disaster situation where the capacities and aspirations of disaster victims are highlighted, and not just their vulnerabilities and fears. While we will co-operate with the media in order to enhance public response, we will not allow external or internal demands for publicity to take precedence over the principle of maximizing overall relief assistance. We will avoid competing with other disaster response agencies for media coverage in situations where such coverage may be to the detriment of the service provided to the beneficiaries or to the security of our staff or the beneficiaries.

Annex 5. How the U.S. Government Provides Humanitarian Aid

Taken directly from the USAID website, this annex describes in detail how USAID and OFDA formulate and implement humanitarian assistance activities.[223]

Office of U.S. Foreign Disaster Assistance

The Office of U.S. Foreign Disaster Assistance (USAID/OFDA) is the office within USAID responsible for providing non-food humanitarian assistance in response to international crises and disasters. The USAID Administrator is designated as the President's Special Coordinator for International Disaster Assistance and USAID/OFDA assists in the coordination of this assistance. USAID/OFDA is part of the Bureau for Humanitarian Response (USAID/BHR), along with the Office of Food For Peace (USAID/FFP), the Office of Transition Initiatives (USAID/OTI), the Office of Private and Voluntary Cooperation (USAID/PVC), and the Office of American Schools and Hospitals Abroad (USAID/ASHA). USAID/OFDA recently reorganized into three divisions, under the management of the Office of the Director. The Disaster Response and Mitigation (DRM) division is responsible for coordinating with other organizations for the provision of relief supplies and humanitarian assistance. DRM also devises, coordinates, and implements program strategies for the application of science and technology to prevention, mitigation, and national and international preparedness initiatives for a variety of natural and man-made disaster situations. The Operations Division (OPS) develops and manages logistical, operational, and technical support for disaster responses. OPS maintains readiness to respond to emergencies through several mechanisms, including managing several Search and Rescue (SAR) Teams, the Ground Operations Team (GO Team), field Disaster Assistance Response Teams (DART), and Washington Response Management Teams (RMT). The Program Support (PS) division provides programmatic and administrative support, including budget/financial services, procurement planning, contract/grant administration, general administrative support, and communication support for both USAID/OFDA Washington, DC and its field offices….

…USAID/OFDA/DRM provides humanitarian assistance in response to a declaration of a foreign disaster made by the U.S. Ambassador or the U.S. Department of State. Once an event or situation is determined to require U.S. Government (USG) assistance, USAID/OFDA can immediately provide up to $25,000 to the U.S. Embassy or USAID Mission to purchase relief supplies locally or give a contribution to a relief organization in the affected country. USAID/OFDA also can send its own relief commodities, such as plastic sheeting, blankets, tents, and water purification units, from one of its five stockpiles located in Italy, Guam, Honduras, and the United States. Increasingly, USAID/OFDA deploys short or long-term field personnel to countries where disasters are occurring or threaten to occur, and in some cases, dispatches a DART.

The largest percentage of USAID/OFDA's assistance goes to relief and rehabilitation project grants managed by Private Voluntary Organizations (PVOs), Non-Governmental Organizations (NGOs),

223 USAID, "Disaster Assistance," www.usaid.gov/our_work/humanitarian_assistance/disaster_assistance (accessed November 11, 2009).

and International Organizations (IOs). Relief projects include airlifting relief supplies to affected populations in remote locations, managing primary health care and supplementary feeding centers, and providing shelter materials to disaster evacuees and displaced persons. A rehabilitation project might immunize dislocated populations against disease, provide seeds and tools to farmers who have been affected by disasters, or drill wells or rehabilitate water systems in drought-stricken countries. USAID/OFDA carefully monitors the organizations implementing these projects to ensure that resources are used wisely and to determine if the project needs to be adapted to changing conditions.

The goal of each project is to meet the humanitarian needs of the affected population, with the aim of returning the population to self-sufficiency. The "notwithstanding" clause of Section 491 of the Foreign Assistance Act of 1961 states that no statutory or regulatory requirements shall restrict USAID/OFDA's ability to respond to the needs of disaster victims in a timely fashion. USAID/OFDA follows the standard USAID procedures for routine procurements, but utilizes expedited or modified procedures when necessary to achieve its disaster response objectives. The first principle in disaster response accountability is to ensure that appropriate assistance gets to the neediest victims in time to minimize death and suffering. Procurement and accounting procedures may be expedited, but must include effective systems of internal control.

Not all of USAID/OFDA's assistance goes to providing aid in response to disasters. USAID/OFDA's mitigation staff oversees a portfolio of projects designed to reduce the impact of disasters on victims and economic assets in disaster-prone countries. Over the last several years, USAID/OFDA has invested in a number of programs in partnership with the U.S. Geological Survey (USGS), the Pan American Health Organization (PAHO), the Asian Disaster Preparedness Center, the World Environment Center, and other offices within USAID. These programs not only enhance a country's capacity to manage its own disasters and hazards, but also promote the transfer of technology, goods, and services between the U.S. and the host country. USAID/OFDA mitigation-related programs range from investing in drought early-warning systems that can possibly head off a famine to training local relief workers to manage the response to a disaster more effectively. USAID/OFDA is increasingly investing in programs designed to prevent, mitigate, prepare, and plan for complex emergencies, which are more the result of human actions than acts of nature.

Other U.S. Government Offices Providing Foreign Humanitarian Assistance

USAID/OFDA is not the only office within the USG that provides humanitarian aid to foreign countries. USAID/FFP is responsible for administering the USG's foreign food aid programs, under U.S. Public Law (P.L.) 480 Titles II and III. Title II emergency food aid programs are targeted to vulnerable populations suffering from food insecurity as a result of natural disasters, civil conflict, or other crises. Title II emergency food aid is provided without repayment requirements, whereas Title III food aid is provided as a bilateral loan program to countries in need of assistance. USAID/OTI is the office within USAID responsible for providing assistance to countries that are in a stage of transition from crisis to recovery. Its assistance is designed to facilitate the transition to peace and democracy

by aiding in the demobilization of combatants or developing democratic governance structures within the country. Other parts of USAID, such as the regional bureaus, provide foreign development aid, which often complements humanitarian relief programs or can be regarded as disaster recovery assistance. Countries that have achieved sustainable development are less likely to require massive USG humanitarian assistance.

Three of the biggest providers of USG humanitarian assistance are the U.S. Department of Agriculture (USDA), the U.S. Department of State's Bureau for Population, Refugees and Migration (State/PRM) and the U.S. Department of Defense's Office for Peacekeeping and Humanitarian Affairs (DOD/PK/HA). USDA works closely with USAID/FFP in allocating surplus food commodities to developing countries, under the Section 416(b) program of the Agricultural Act of 1949. This food aid is often used for emergency feeding programs in countries experiencing food shortages due to drought or civil strife. In other countries, local currency proceeds from the sale of Section 416(b) food aid is used in support of disaster assistance projects. State/PRM provides multilateral grants to international relief organizations in response to refugee emergency appeals and contributes to the regular program budgets of organizations such as the U.N. High Commissioner for Refugees (UNHCR). DOD/PK/HA coordinates the utilization of DOD assets for humanitarian assistance overseas. In addition, DOD works closely with USAID/OFDA and the U.S. Department of State to coordinate the Denton Program, a program that transports humanitarian goods on a space available basis, using U.S. military transportation. The U.S. Geological Survey (USGS), the Centers for Disease Control and Prevention (CDC), the U.S. Forest Service (USFS), and the Environmental Protection Agency (EPA) also provide technical assistance in response to disasters and potential hazards overseas.

Table A5.1 USAID/OFDA Top Five Programs FY1990–2000

Country	*Disaster*	*Program Length*	*Total Funding*
Former Yugoslavia*	complex emergency	9 years	$328.00
Sudan	complex emergency	14 years	$280.70
Angola	complex emergency	12 years	$137.60
Somalia	complex emergency	12 years	$133.80
Rwanda	complex emergency	9 years	$108.40

* Accumulated funding for programs in Bosnia-Herzegovina, Croatia, Macedonia, Kosovo, and Serbia-Montenegro.

Annex 6. Red Cross and Red Crescent Systems Explained

Steven Hansch

The Red Cross movement accounts for a large portion of the system of civilian aid agencies, but has a special status because the Red Cross movement was created by governments. The Red Cross derives its mandate from government meetings and conventions, including the Geneva Conventions.

American Red Cross

The American Red Cross is the national Red Cross society in the United States created by the U.S. Congress. Congress also legislated that within the United States, only the Red Cross and the military are permitted to use the Red Cross emblem. The American Red Cross is also unique among U.S. NGOs in that it was established by Congress to be explicitly bipartisan.

In the United States, the Red Cross is perceived to be and often is the lead agency people turn to in times of natural disaster. It is also the nation's lead agency for managing the nation's blood supply and for training and mobilizing volunteer labor for basic health care. The American Red Cross's annual income and expenses exceed $1.7 billion and do not include the tens of thousands of work hours contributed by community volunteers.

The international services division of the American Red Cross works in both relief and development. It channels almost $200 million a year for overseas humanitarian aid. Alone among U.S. NGOs because of its size, the American Red Cross has the peculiar luxury of having automatic counterparts—other Red Cross societies—in each country overseas with which it can work. It can also work through the international bodies based in Geneva, that is, the IFRC and ICRC. At any time, the American Red Cross has 50 or more delegates working in crisis-affected areas such as Macedonia, El Salvador, and Cambodia.

A new effort by the American Red Cross, working with partners such as UNICEF, is the Measles Initiative, the goal of which is to control measles deaths in Africa by vaccinating 200 million children over 5 years and thereby preventing an estimated 1 million child deaths. In this effort, announced in 2002, the American Red Cross is merging its resources with WHO, CDC, the UN Foundation, and other donors.

Other National Societies

The Red Cross movement requires that each nation have no more than one Red Cross (or Red Crescent) society, and that the determination be made by the government of that country. That national society represents the entire country, just as the American Red Cross is the only national society in the United States. Any country can establish its society to be either a Red Cross or a Red Crescent society. Red Crescent societies differ only in the emblem they display, and are full members of the international

Red Cross movement. Many countries with large Muslim populations have chosen to name their society Red Cross given that the original Red Cross emblem was based on the flag of Switzerland rather than any religious symbol. China, Nigeria, and Indonesia each have huge Islamic populations but adopted the Red Cross rather than the Red Crescent.

In most countries, the national Red Cross society has a closer relationship with its government, and its military, than other NGOs. The Red Cross in many developing countries is not particularly effective. As in the United States, many Red Cross societies also become involved in managing blood supplies. Frequently, therefore, local Red Cross societies play a critical role as the channels for international assistance from donor Red Cross societies.

IFRC: Federation of Societies

The association coalition of the various Red Cross agencies is the International Federation of Red Cross and Red Crescent Societies (IFRC). Based in Geneva, it was previously the League of Red Cross and Red Crescent Societies and depends on its members for most of its work. In effect, its value is in facilitating the contributions from various members to each country affected by crisis. The Geneva hub conducts assessments and surveillance for all its members, and is increasingly playing a lead role in creating standardized health and food aid responses.

For most of its history, the federation had a different name: the League of Red Cross and Red Crescent Societies, or the League. The federation responds to natural disasters and promotes disaster mitigation, manages refugee camp aid, and helps reconstruct health systems after conflicts have ended.

ICRC: International Committee of the Red Cross

The International Committee of the Red Cross (ICRC), also based in Geneva, is established by international convention and promotes adherence to the Geneva conventions in war zones.

Of the NGO-like operational agencies, ICRC has the largest budget (more than $600 million a year) devoted entirely to humanitarian crises.

As an intergovernmental organization, the ICRC receives funding directly from governments. The U.S. Department of State, for example, gives the ICRC a sum, earmarked by Congress, for use each year for its worldwide operations. With this funding, the ICRC is more on the ground than any other international organization funded through state channels. The ICRC's relief assistance is perhaps the most comprehensive of any implementing agency, including food aid, nutrition, water supply, medical and surgical care, shelter, and care for livestock. Unlike the World Food Programme (WFP), ICRC not only procures food but also distributes it directly to populations affected by emergencies (EPs).

ICRC visits prisons worldwide to observe the treatment of prisoners, particularly political prisoners and prisoners of war. the Taliban POWs held on the U.S. military base at Guantanamo in Cuba was

routine. As part of its mandate, ICRC also trains militaries worldwide about the Geneva Conventions. In the 1980s, the ICRC gradually catalyzed an international movement to view landmines as a violation of the laws of war because they kill civilians at least as often as they kill armed combatants.

Most ICRC expatriate staff are Swiss, but some are Americans. The American Red Cross often seconds US delegates to ICRC operations overseas.

The ICRC does not participate in coordinating forums in the same ways that other NGOs do. Because it is not an NGO, it is not a member of NGO associations, though it often attends meetings. Because of its strict adherence to its principles of neutrality, impartiality and confidentiality, it feels that it must avoid the appearance of signing on to coalition efforts. Thus, although it will meet one-on-one with militaries, including the U.S. military or peacekeeping forces, it avoids those forums that give the appearance of joint efforts where NGOs, militaries, and governments may have struck joint strategies. The ICRC always has maintained both the fact and the appearance of independence of action, in order to gain access to EPs on each side in a war.

Red Cross Myths

Red Cross Myth 1. The Red Cross emblem is meant to be a religious symbol
The Red Cross (a plus + sign against a white background) was chosen by the founders of the movement precisely to be neutral, to imply no race, creed, nationality, or religion. It is based on the national flag and symbol of Switzerland, a country that had demonstrated neutrality over many centuries. It was not meant to be a reference to the Christian cross, even though some leading politicians have said as much.

Red Cross Myth 2. International humanitarian law applies only to uniformed combatants.
International humanitarian law (IHL) specifically addresses wars and combatants, but is intended to be binding on all parties to any major conflicts, including rebel groups and irregular militia. The Geneva Conventions also specify that civilian populations can not be targeted in wartime, and it goes on to also confer protections on aid agencies working in conflict zones.

Red Cross Myth 3. There is one international Red Cross agency.
Often news reporters speak about the International Red Cross as if there were an agency with this name, which there is not. There is indeed a Red Cross Movement—the alliance of different Red Cross agencies. But there are two international Red Cross bodies, both of which are based in Geneva, but in different offices, under different administrations, and with separate budgets and programs. The International Committee of the Red Cross (ICRC) is the lead agency spoken about in the press in war zones, whereas the International Federation of Red Cross and Red Crescent Societies (IFRC) is the organization that more often takes the lead in refugee camps, natural disasters, and epidemics.

Red Cross Myth 4. The federation helps only in natural disasters.
Whereas the ICRC works inside war zones, the IFRC frequently works around them, including displaced persons camps and in postconflict reconstruction.

Red Cross Myth 5. The Red Cross gets involved only after crises.
The federation, perhaps more than any other organization in the world, emphasizes disaster reduction through prevention, preparedness, and mitigation. Again, the ICRC tries to address the root causes of conflict by bringing scholarly and diplomatic attention to the spread of arms; the ICRC publishes journals that act as forums for scholarly analysis of the application of humanitarian principles to emerging problems, such as chemical weapons, biological weapons, the spread of small arms, and landmines.[224]

Red Cross Myth 6. ICRC's policy of confidentiality supports human rights violators.
The ICRC policy to not reveal information it finds in its site visits (for example to prisons) is often criticized by NGOs. It is argued that ICRC either is cowardly or uncaring or lacks a sense of outrage and stands too fastidiously on its bureaucratic rules.

But other organizations like NGOs are free to criticize governments for human rights and IHL violations; the system works effectively because these groups can complement the ICRC. Meanwhile, if the ICRC did not strictly adhere to its confidentiality policy, it would not be invited into countries and into prisons, which means there would be no observation to protect prisoners. Last, ICRC issues a report of its findings to the government in question. If that government does not release the findings to the public, or share with other governments, then the international community can indeed interpret this reluctance as a sign that the ICRC found problems during its visit. The lack of publication itself becomes a red flag calling attention to human rights violations.

Red Cross Myth 7. The ICRC and federation dictate membership.
The ICRC has the responsibility to review the status of organizations claiming to have fulfilled the requirements of being a national Red Cross society. But the requirements were established by governments, and specified in the Geneva Conventions, which was adopted by governments.

There was much debate, for example, over why the Israeli movement, the Magan David Adom (MDA), was not recognized. The responsibility to meet the requirements of membership falls to each national society, such as MDA, which could adopt one of the two emblems stipulated in the Geneva Conventions. Because governments created the Geneva Conventions and wrote the rules of membership, they were specifically asked in 1949 whether they wanted to add the MDA symbol to the Geneva Conventions, thereby entering the MDA society without any modification to its practices, and governments voted no.

224 Robert Mathews and Timothy McCormack, "The Influence of Humanitarian Principles in the Negotiation of Arms Control Treaties," *International Review of the Red Cross* 81, no. 837 (1999), p. 331.

Red Cross Myth 8. The ICRC picks and chooses which wars to work in.
When other NGOs pull out is often when the ICRC comes in. Every NGO, including the American Red Cross, has latitude to decide on its own which crises it wants to become involved with. The charter of the ICRC does not allow an option. An NGO is required to work in any and all war zones where it is needed for as long as it is needed. The ICRC stays in the worst crises even when other agencies have pulled out (including Somalia in 1991, Rwanda in early 1994). The only times the ICRC staff pull out is when ICRC staff are systematically killed—as when three unarmed staff members were executed in Burundi in 1995 and six in Chechnya in 1996. Similarly, after an ICRC relief plane was shot down en route to Biafra, Nigeria, in 1968, the ICRC also temporarily withdrew its staff.

Red Cross Summary

The International Federation was founded in 1919 because of the need that had been shown for cooperation between Red Cross Societies based on the expertise and volunteerism that had been built up during World War I. The League of Red Cross Societies, as it was then called, became the League of Red Cross and Red Crescent Societies in 1982 and the International Federation of Red Cross and Red Crescent Societies in 1991. The five founding members were Britain, Italy, France, Japan, and the United States; the federation now has 178 member national societies.

The International Federation is the world's largest humanitarian organization with a secretariat based in Geneva. Its mission is to help vulnerable people at risk from situations threatening their survival or living below a standard level of socioeconomic dignity, victims of natural disasters, poverty created by socioeconomic crises, refugees, and the like. The federation's work focuses on four core areas: promoting humanitarian values, disaster response, disaster preparedness, and health and community care. The secretariat coordinates national societies by developing country and regional strategies identifying vulnerabilities and managing funding.

Contact Information for the Secretariat

International Federation of Red Cross and Red Crescent Societies
PO Box 372,CH-1211 Geneva 19, Switzerland
T: 41-22-730-4222
F: 41-22-733-0395
E: secretariat@ifrc.org

Contact Information for the Secretariat New York Delegation to the UN

International Federation, 800 Second Avenue, Suite 355, 3rd Fl., New York, NY 10017, USA
T: 212-338-0161
F: 212-338-9832

Annex 7. Key United Nations Agencies

Steven Hansch and Grey Frandsen

Dozens of UN agencies participate in some form of humanitarian assistance each year. And in those emergencies that the UN responds to, there are a handful of dominating agencies that play essential roles in managing international emergency response efforts. Two of them, UNHCR and WFP, are important to NGOs because they pass large sums of resources on to NGOs. Others, such as WHO and OCHA are important for coordinating activities and giving NGOs key technical guidance.

Below are brief profiles of each of the larger UN agencies most often encountered in emergency settings.

United Nations High Commissioner for Refugees (UNHCR)

The UN High Commissioner for Refugees grew, in 1951, out of the International Refugee Organization (IRO), which the General Assembly had established in 1946. Over the decades its scope of activities grew, from an original focus on legal support to European asylum-seekers, to a full-service aid agency working in every part of the world, wherever there are refugees.

Whereas UNHCR grew into a manager of large relief programs in the 1980s, in the 1990s, it faced the responsibility of negotiating and planning mass return. It helped to arrange the repatriation of some ten million refugees during the 1990s. UNHCR works largely through its NGO partners, approximately 300 of them.

United Nations Children's Fund (UNICEF)

Of all the UN agencies, UNICEF behaves the most like an NGO. If it were not in fact a UN body, it would be listed in this publication as if it were a large, ubiquitous humanitarian NGO. It has an advantage over other UN agencies in being present in virtually every emergency affected area; unlike UNHCR, its work precedes emergencies and comes after emergencies and unlike WFP it does not only work in areas of food shortages. More than any other UN body, it is operational, working close to the ground mobilizing health, hygiene, nutrition and education for women and, through women, children.

For UNICEF, emergencies take up a small portion of its portfolio, roughly 10 percent, and because UNICEF has such a wide range of technical capabilities, it responds to displaced population (DP) needs with programs that are quite different from one crisis to the next. Sometimes it focuses on food security—a major element of its work in southern Sudan, for example. In Kosovo, it led the humanitarian community in providing education and warnings about landmine hazards. In northern Kenya, it drilled and maintained wells to provide water to Somali refugees. In Zaire, it managed centers for abandoned or "unaccompanied" Rwandan refugee children. Increasingly, UNICEF has tried to systematize the rapid re-establishment of education as an essential emergency service, and bring more resources to the recovery of children, including remedial services for psychosocial trauma.

In refugee crises, UNICEF often works under UNHCR's coordination, helping out in a particular sector, shoulder to shoulder with NGOs. In other crises, it can sometimes play more of a lead role, as in southern Sudan, where UNICEF manages the UN umbrella aid effort for internally displaced and famine victims known formally as Operation Lifeline Sudan (OLS).

UNICEF was created by the UN General Assembly (government representatives) in 1946 to focus both on the needs of children and their mothers. Like other specialized agencies, it does not receive a budget from the UN Secretariat, but derives its income from voluntary contributions from governments. Just as the ICRC is guided by the Geneva Conventions, UNICEF is guided by the Convention of the Rights of the Child (CRC), which entered into force in September 1990.

One of the oldest and best known of all annual reports is UNICEF's State of the World's Children, which NGOs look to as a source of data about immunization coverage, malnutrition and other health trends in developing countries. UNICEF's 8,000 staff also promote the Baby Friendly Hospital Initiative BFHI, The Education for All (EFA) principles,[225] research on drug use and new vaccines, such as the Children's Vaccine Initiative, and is increasingly involved in human rights promotion.

World Food Program (WFP)

The World Food Program began as an experiment, promoted by the Kennedy administration, and working initially under the Food and Agriculture Organization, another UN agency. But after the 1974 World Food Summit, donors committed to the WFP idea more fully, and the program grew throughout the 1960s. WFP has always received significant food donations from the U.S. government (as appropriated under Title II of the Food for Peace account of Public Law 480).

For most of its history, WFP staff saw it as primarily a development agency, using food to support economic challenges of developing countries. In the 1990s, however, WFP was pulled into more and more responses to disasters, conflicts and protracted refugee operations, where refugees needed food in large volumes year after year. Today, the larger share of WFP's food budget goes to humanitarian crises.

Headquartered in Rome, WFP tracks the shipments of international donations of food aid, and in some cases buys local foods with cash given to it. In almost all cases, it hands food over to counterpart organizations, such as international NGOs, or local groups such as the Red Cross for distribution.

World Health Organization (WHO)

The World Health Organization works by supporting other agencies with the best technical information available. It staffs world medical experts who publish and disseminate guidelines and epidemiologic analyses about crises. There are several parts of WHO that are relevant in emergencies, including the Emergency and Humanitarian Assistance (EHA) division, the nutrition division, which looks as part of its work at malnutrition in refugee camps, and the Emerging Infections Division, which works with

225 Crafted in the World Conference on Education for All, Jomtien, Thailand, 1990.

EHA to find ways to ensure surveillance of explosive and growing epidemic diseases that often occur in failed states and conflict zones.

UN Office for the Coordinator for Humanitarian Affairs (OCHA)

OCHA is an office of the UN Secretariat, not a stand-alone operational agency. It is the mechanism by which the UN secretary-general and UN teams can ensure that someone is monitoring all emergencies, from wars to refugee flight to natural disasters.

The buck stops here.

OCHA was created in the aftermath of the poor UN response after the Iraq/Gulf war of 1991—when millions of refugees sought assistance north to Turkey and east to Iran. Originally it was called the Department for Humanitarian Affairs (DHA). The feeling of governments in 1992 was that no one point in the UN had the responsibility to watch over all EPs, that there was no place where the buck stopped. OCHA is that place now, but lacks much capability on its own; it accomplishes its work primarily by getting resources for other UN agencies to act.

Inter-Agency Coordinating Committee (IASC)

OCHA convenes and chairs a forum in which each of the independent UN agencies meet to determine who is doing what and what gaps need to be addressed, collectively or by different agencies with a lead opportunity. The IASC meets regularly, not only during large crises, in New York and Geneva, and allows NGOs to interface with representatives from WHO, WFP, UNHCR, and other key agencies, including the ICRC. NGOs tend to be represented at IASC meetings through their NGO-association representatives, from InterAction, Voice and the NGO Steering Committee for Humanitarian Response.

Less well known is the ECHA, the Executive Committee for Humanitarian Affairs within the UN Secretariat, which OCHA also chairs, of senior experts within the UN Secretariat departments in New York. Similarly, another group meets regularly in Geneva and New York among the representatives of the various embassies to the UN, that is, among government officials interested in sharing information about humanitarian aid: the Humanitarian Liaison Group.

United Nations Development Program (UNDP)

In most countries, UNDP has the responsibility to mange the joint UN office for all aid, and to make sense of the work of other UN agencies. Often, OCHA will colocate within UNDP's office. The official resident representative for the UN in most countries is the head of the UNDP office there.

Originally, UNDP's orientation in emergencies was to serve as the lead agency for natural disaster prevention and reconstruction. Increasingly, UNDP is trying to also become a leader in preventing and reconstructing civil society and governance, putting human rights and democracy at the top of its priorities for assistance. UNDP attempts to track all manner of human development, human security,

income disparities, access to water, vaccines, enterprise training, education, and intellectual property rights.[226] UNDP is based in New York and works closely with the UN Secretariat.

United Nations Joint Logistics Center (UNJLC)

The United Nations Joint Logistics Centre (UNJLC) was born out of the humanitarian response to the 1996 Eastern Zaire crisis, which demanded intensified coordination and pooling of logistics assets among UNHCR, WFP, and UNICEF. UNJLC was institutionalized in March 2002 and housed in Rome; it has had large scale humanitarian operations in Afghanistan, Iraq, Liberia, Sudan, Uganda, Indian Ocean Tsunami Response, Pakistan Earthquake Response, Bangladesh floods response, Lebanon, and DRC. Staff members in UNJLC are seconded from WFP, UNHCR, UNICEF, as well as direct hire personnel. UNJLC facilitates and supports the coordination of logistics capabilities among cooperating humanitarian agencies, and complements and supports the global and field Logistics Clusters, using Logistics Information Management, mapping, customs, commodity tracking tools, and services.

Myths about Humanitarian UN Agencies

Myth 1. UN secretary-general manages all UN agencies.

The secretary-general of the UN has direct management control over the UN Secretariat offices in New York and Geneva but limited practical authority over the various UN agencies, such as UNHCR and WFP, which have their own directors and supervisory boards made up of representatives of governments, including the United States. Of the UN groups mentioned here, only OCHA falls under the direct authority and management of the secretary-general.

In each new large emergency, the secretary-general does make an important decision to designate one UN entity as the lead humanitarian agency for that crisis. The default, if no special responsibility is assigned, is UNDP, headquartered in New York, which is supposed to maintain the general UN representation in each country and also have responsibility for working with each government to provide disaster preparedness.

Myth 2. UN Engagement in emergencies is primarily via peacekeeping troops.

Much attention is given to those situations in which armed UN peacekeeping troops deploy to a zone of conflict. Most UN forces, however, work in areas where there is no active conflict; their purpose, after all, being to prevent the possibility of conflict. In contrast, UNHCR, WFP, UNICEF, and OCHA are involved in many hundreds of live, active humanitarian emergencies every year, the majority of which do not involve peacekeeping.

Myth 3. UN deployment in crises defies or circumvents U.S. interests.

The U.S. government gets its way in a large proportion of UN deliberations about how and where UN capabilities will be put to use. In those circumstances where the United States wants a large UN deployment, there usually will be. In most refugee crises and natural disasters, the United States wants UN involvement, and criticizes the UN when it is slow off the mark.

226 UNDP, *Human Development Report 2001* (New York: United Nations Development Program, 2001).

In fact, most of the work of UNHCR and WFP in providing aid to refugee communities, aid that grew quickly in the late 1970s and throughout the 1980s, was aid for people fleeing countries that were either communist or at war with communists, and the United States wanted the aid as a symbol of opposition to the Soviet Union's influence, to call attention to the failures and human rights abuses that came with Soviet involvement. Since the early 1990s, after Russia abandoned communism, U.S. and European donors to the UN redirected the same UN agencies to now contain refugee flows, for example, to assist displaced populations inside Bosnia and Kosovo and prevent large numbers of people from trying to flee to other developed countries.

Myth 4. UN involvement in emergencies bails out autocratic states.
Many Americans complain that humanitarian aid creates the preconditions for future emergencies, by helping dictators or by bailing out incompetent and corrupt governments, who then create ever-worsening conditions for their own people. In some instances this is true, and aid has the unintended effect of stabilizing countries that might benefit from civil resistance. But it's also true in as many instances that humanitarian aid brings embarrassment to governments who looked weak in the light that assistance from other countries was needed.

Very little humanitarian aid (disaster relief, food aid, health care) from the United States is delivered by the governments of the affected country; most passes through NGOs and the Red Cross. That's true of aid the UN manages also: UNHCR works largely through NGOs, not governments.

Myth 5. UN aid to crisis areas fosters long-term dependency.
Humanitarian aid can sometimes support EPs in the same refugee camp for years or even decades. Some refugees stayed for 10 years in large camps in Malawi, Honduras, and Thailand. Refugees from Burma, Tibet, and Afghanistan have stayed for more than 20 years in some cases. But humanitarian aid does not tend to include such great incentives that it discourages anyone from entrepreneurial efforts. In most cases, refugees become self-reliant.

Myth 6. UNHCR gives assistance directly to refugees.
Like many agencies, UNHCR takes credit for all the activities it funds or that occur under its aegis. But, except for legal services, UNHCR delegates most assistance delivery to partner groups; it devolves actual direct contact with refugees to NGOs.

Annex 8. Sources

This publication has been produced with a variety of sources and material collected over the past five years. Listed are publications used for or referenced in this guidebook and interviews conducted in person, by e-mail, or by telephone.

Publications include materials also cited in the footnotes. Some citing is sparse because little information was available for various publications found online or in old libraries. Many more publications were referred to and/or read during the production of this publication, but these are some of the most pertinent.

Interviews and personal resources include approximately fifty individuals both named and not named who contributed in some fashion to this publication. This is not an inclusive list but does include those who played a major role.

Titles are included for individuals interviewed or communicated with but not listed by name. Many dates are specific. Others are more general, indicating several interviews or communications over that period.

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